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ABSTRACT

This guide is an attempt to eliminate the need for decision makers to suffer from many of their future errors. It is an attempt to insure that the "right" decision is made the first time. Briefly, the theory is that one can learn from other peoples' experience and thus avoid making future mistakes. This volume is a guide to other peoples' "experience." Used properly, it can and will result in: better planning, rigorous research and development, and improved projects. The guide is composed of three parts: (1) a subject index; (2) an author index; and (3) an abstract section. All entries in the abstract section are arranged by guide numbers. Having selected some of the entries from the subject and author indexes, the reader merely locates the appropriate guide numbers to find the complete reference and a descriptive abstract. The abstracts provide an entry into the world of organization, administration, planning, decision making, management and computer science. (Author/KJ)

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The Decision Maker's Guide

Neil S. Dumas

CG 005 701

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Neil S. Dumas

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The University of Florida · Regional Rehabilitation Research Institute
February, 1970

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How to Effectively Use the "GUIDE"

Purpose

Experience is a poor teacher. By the time one has accumulated enough of it, success or failure is no longer an issue. This GUIDE is an attempt to eliminate the need for decision-makers to suffer from many of their future errors. It is an attempt to insure that the "right" decision is made the first time.

How, one might well ask, can this GUIDE increase the number of "right" decisions? The answer is variously called: technology transfer, research utilization or the scientific method. Briefly, the theory is that one can learn from other peoples' experience and thus avoid making future mistakes. This volume is a GUIDE to other peoples' "experience". Used properly, it can and will result in: better planning, rigorous R & D, improved projects, effective decisions,. . . .

Use of the GUIDE

The GUIDE is composed of three parts: 1) a SUBJECT INDEX, 2) an AUTHOR INDEX, and 3) an ABSTRACT SECTION. The most efficient use of each is not entirely obvious and is, therefore, explained below.

SUBJECT INDEX. Entries in the Subject Index appear in the format of the following example:

EXAMPLE I

INFORMATION

ON THE DEVELOPMENT OF A REHABILITATION INFORMATION SYSTEM	0108
AUTOMATED INFORMATION SYSTEMS IN PLANNING	0112
CLINICAL INFORMATION PROCESSING	0244

The word on the top, upper left is, of course, the subject or index term. These appear throughout this section in alphabetical order. Each line below the index term is a different journal article. The number at the end of each line is the GUIDE number used to locate the ABSTRACT in the last section of this volume.

Searching the SUBJECT INDEX always begins with the selection of one or more descriptive words. The difficulty here is that the different professions that contributed articles to the GUIDE have various meanings for the same term and/or use a variety of words that all have the same meaning. Therefore, selection of the most appropriate search terms can be accomplished as follows:

1. Select one or more terms from your own profession that describe the topic of interest.

2. Ask yourself "In what other profession or field is a similar situation likely to occur?" If you can think of one such situation, ask yourself "What different subject headings, if any, would this other profession use to describe my topic of interest?"

3. Taking the index terms from #1 and #2 above, look up the appropriate entries in the SUBJECT INDEX. When you find interesting articles: a) read the abstracts and titles for additional index terms you might look up, and b) check every author of each article in the AUTHOR INDEX for a lead to related works by the same person(s).

AUTHOR INDEX. The last names and initials of all senior and junior authors are listed alphabetically in this section. Following each name are the GUIDE Numbers of all the articles in the collection which were written by that author. The AUTHOR INDEX may be used to: a) locate abstracts when the author's name is known, and b) locate additional articles by the same author once the first is found via the SUBJECT INDEX.

ABSTRACTS SECTION. All entries in this section are arranged by GUIDE Numbers. Having selected some of the entries from the SUBJECT or AUTHOR INDEXES, the reader merely locates the appropriate GUIDE Numbers to find the complete reference and a descriptive Abstract. Newer articles tend to have higher numbers.

Content and Punctuation

The more than 1,200 Abstracts in this compilation were carefully selected from more than 8,500 published during the years 1964 - 1968 inclusive. They provide an entry into the world of organization, administration, planning, decision-making, management and computer science. The Abstracts represent a kind of "state-of-the-art" report indicating the latest trends and usage as well as the current efforts to distill these procedures down to the "how-to-do-it" level. Some of the journals that were reviewed are:

Accounting

Journal of Accountancy
Journal of Accounting Research
National Association of Accountants
New York C.P.A.
Taxes

Banking

Banking
Federal Reserve Bulletin
National Banking Review
Savings and Loan News

Business Administration

Administrative Science Quarterly
Administrative Management
Business Horizons
Business Management
Business Topics
California Management Review
Dun's Review and Modern Industry
Industrial Management Review
Journal of Applied Psychology
Journal of Business
Management Review
Management Services
Personnel
Personnel Journal

Data Processing and Quantitative Methods

Business Automation
Datamation
Data Processing
Journal of Data Management
Management Science
Operations Research
Operations Research Quarterly

Finance

Financial Analyst
Financial Executive
Finance and Development

Insurance

Best's Insurance News
C.L.U. Journal
Journal of Risk and Insurance

Marketing

Advertising and Sales Promotion
I.C.C. Practitioner
Journal of Purchasing
Journal of Retailing

Real Estate

Appraisal Journal
Journal of Property Management
Land Economics

International Business

Columbia Journal of World Business
International Executive
International Management

Miscellaneous

Trusts and Estates

In order to make this material compatible with the computerized procedures used to produce the GUIDE, a number of substitutions for conventional punctuation were necessary:

Conventional Punctuation	Substitution
Apostrophe in Author's name	Hyphen (-)
Apostrophe in title and source	Virgule (/)
Brackets	Two Virgules (//)
Colon	Period & Asterisk (.*)
Semicolon	Period & Comma (.,)
Quotation Marks	Two Commas (,,)
Question Mark	Dollar Sign & Period ($.)
Exclamation	Virgule & Period (/.)

An equal sign (=) indicates the end of a title

Neil S. Dumas
Gainesville, 1969

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ABSTRACTS

CC01 MAYFIELD, H
EQUAL OPPORTUNITY SHOULD HIRING STANDARDS BE RELAXED$.)'
PERSONNEL SEPT-OCT 1964
TESTS, SELECTION, RECRUITING, PERSONNEL, JCB,
MINORITY-GROUP, CULTURALLY-DEPRIVED
THERE HAVE BEEN STRONG ARGUMENTS TO ELIMINATE TRADI-' TIONAL EMPLOYMENT PRACTISES BECAUSE THEY HAVE BUILT IN CUL-' TURAL BIASES WHICH OPERATE TO THE DISADVANTAGE CF MINORITY GROUPS. THIS IS A SELF PERPETUATING PROBLEM SINCE THE CUL-' TURALLY DEPRIVED CANNOT GET THE JOBS THEY NEED TO RISE FROM A SECOND CLASS STATUS.
THE ARGUMENTS AGAINST TESTS ARE 1. THEY ARE BASED ON A MIDDLE CLASS BACKGROUND, 2. CULTURALLY DEPRIVED PEOPLE ARE HANDICAPPED BY THEIR IGNORANCE AND THEIR ATTITUDES. PSY-' CHOLOGICAL TESTS ARE THE BEST PREDICTORS OF JOB SUCCESS WE HAVE SINCE THEY GIVE US FACTS THAT NEED TO BE CONSIDERED WITH OPINIONS IN EMPLOYMENT DECISIONS. TWO DIFFICULTIES IN ADJUSTING TESTS ARE THEY HAVE EVOLVED OVER A HALF CENTURY AND JOBS ARE SET IN THE FRAMEWORK OF THE PREDOMINANT GROUP IN SOCIETY. EMPLOYERS CAN RE-EXAMINE JOB REQUIREMENTS, RE--' EXAMINE OTHER PHASES OF THE SELECTION PROCESS, AND INTENSIFY RECRUITING EFFORTS.

CC02 SIMON HA
ON THE CONCEPT OF ORGANIZATIONAL GOALS.
ADMINISTRATIVE SCIENCE QUARTERLY JUNE, 1964
ORGANIZATION, DECISION-MAKING, ADMINISTRATION
THIS PAPER PROPOSES A DEFINITION OF ORGANIZATIONAL GOAL RESOLVING THE DILEMMA OF TREATING THE ORGANIZATION AS SOME-' THING MORE THAN A SYSTEM OF INTERACTING INDIVIDUALS WITH THE CONCEPT OF GOAL AS INDISPENSABLE TO ORGANIZATION THEORY. THE GOAL OF AN ACTION IS SELDOM UNITARY, BUT CONSISTS OF WHOLE SETS OF CONSTRAINTS THE ACTION MUST SATISFY. IT IS CON-' VENIENT TO USE THE TERM ORGANIZATIONAL GOAL TO REFER TO CONSTRAINTS IMPOSED BY THE ORGANIZATIONAL ROLE THAT HAVE AN INDIRECT RELATION WITH THE PERSONAL MOTIVES OF THE PERSON FILLING THE ROLE. MORE NARROWLY, THE TERM MAY REFER TO CON-' STRAINTS THAT DEFINE ROLES AT THE UPPER LEVELS OF ADMINIS-' TRATION.
IN ACTUAL ORGANIZATIONS THE DECISION MAKING MECHANISM IS A LOOSELY COUPLED, PARTIALLY DECENTRALIZED STRUCTURE IN WHICH DIFFERENT CONSTRAINTS IMPINGE ON DECISIONS OF DIF-' FERENT ORGANIZATIONAL LOCATIONS. THE CONCEPT OF GOAL CAN BE INTRODUCED IN AN ENTIRELY OPERATIONAL MANNER.

CC03 VERGIN RC GRIMES AJ
MANAGEMENT MYTHS AND EDP.'
CALIFORNIA MANAGEMENT REVIEW FALL, 1964
TRAINING, PROGRAMMERS, COMPUTERIZATION
THE AUTHORS DISCUSS THE MANY MYTHS WHICH EXIST ABOUT OFFICE AUTOMATION IN THE MINDS OF MANAGEMENT. THE MYTHS THAT CERTAIN SPECIFIC YET UNIVERSAL OBJECTIVES AND RESULTS ALWAYS UNDERLY A COMPUTER INSTALLATION, THAT COMPUTERS SHOULD MEET IMMEDIATE NEEDS WITHIN THE EXISTING ORGANIZATION WITHOUT ANY CHANGE IN THE ORGANIZATION OF THE FIRM, THAT COMPUTERS WILL REDUCE JOBS AND TRANSFER WORKERS, THAT PROGRAMMING IS LIMITED, AND THAT ERRORS ARE FREQUENT ARE DISCUSSED. THESE MYTHS ARE EXPOSED BY THE AUTHORS IN DETAIL. BESIDES THESE MYTHS THE ARTICLE DISCUSSES DIFFERENCES OF OPINION COMMONLY HELD. OPINIONS VARY AS TO COMPUTERS EFFECTS ON LABOR COSTS, TTHE DEGREE OF TRAINING NECESSARY FOR PROGRAMMERS, THE BENEFITS AND THE FUTURE USES OF COMPUTERS. WITH THE RAPID INCREASE IN COMPUTER TECHNOLOGY THESE MISCONCEPTIONS CAN BE CLEARED UP. IN THE FUTURE MANAGEMENT MUST FORSAKE THE VIEWS OF THE PAST AND ANALYZE THE EDP NEEDS AND ENVIRONMENTAL CONDITIONS OF THE FIRM FOR BEST EDP RESULTS.

CC04 CASWELL WC
MARKETING EFFECTIVENESS AND SALES SUPERVISION.'
CALIFORNIA MANAGEMENT REVIEW FALL, 1964
JOB-DESCRIPTION
THE TREND TO FEWER BUT BIGGER CUSTOMERS, HENCE TO THE SELF-RELIANT SALES FORCE, REQUIRES A NEW TYPE OF SALESMAN. HE MUST BE FREE TO MANEUVER, WELL INFORMED TO MAKE ON-THE--' JOB DECISIONS, AND IN CLOSE CONTACT WITH THE HEADQUARTERS STAFF.
TRADITIONAL SUPERVISION IS NOT ADEQUATE FOR DEALING WITH THIS NEW SALESMAN. HE REQUIRES A NEW TYPE OF MANAGER WHO INSTEAD OF STRESSING CONTROL, CREATES OPPORTUNITY. THIS NEW MANAGER SHOULD STRESS MANAGEMENT BY OBJECTIVES, JOB ENLARGEMENT, PARTICIPATION, AND PERFORMANCE APPRAISALS.
MANAGERS CAN ACHIEVE THESE GOALS BY LEARNING FROM ACADEMICIANS, DEVELOPING BETTER MARKET MEASUREMENTS AND MORE PRECISE TERRITORY LAYOUT, AND BY REFINING THE SALES PLANNING AND CONTROL PROCESSES TO ALLOW THEIR SALESMEN TO WORK TO THE BEST OF THEIR POTENTIAL.

CC05 DIEBOLD J
ADP THE STILL-SLEEPING GIANT.'
HARVARD BUSINESS REVIEW SEPTEMBER-OCTOBER, 1964
INFORMATION-PROCESSING EDP COMPUTERIZATION COST-CONTROL
THIS ARTICLE BEGINS WITH A BRIEF HISTORY OF THE USE OF ADP SYSTEMS. ALTHOUGH THEIR USE IS ACCEPTED NOW, THIS IS HAMPERED BY THE FACT THAT THERE IS STILL NO PLACE FOR ADP IN OUR ORGANIZATION STRUCTURE. ADP IS BEING USED FOR MACHINE ACCOUNTING AND COST-CONTROL BUT EXECUTIVES ARE NOT APPLYING ADP TO MANAGEMENT FUNCTIONS. THE AUTHOR CALLS FOR A BOLDER, MORE INNOVATIVE APPROACH TO ADP IN THE FUTURE. WITH THE DEVELOPMENT OF PERFECTED MAN-COMPUTER COMMUNICATIONS, POLYMODULAR SYSTEMS, SELF-CORRECTING PROGRAMS, AND SELF--' ORGANIZING SYSTEMS, ADP WILL BE ABLE TO ENCOMPASS MORE AND MORE OF THE BUSINESS STRUCTURE. MANAGEMENT MUST PREPARE FOR THIS NEW WORLD OF ADP. FIRST IT MUST RECOGNIZE THAT A PROBLEM EXISTS. SECOND, A GENUINE BUSINESS-RESEARCH EFFORT WILL BE MADE MANDATORY. THIRD, A PLACE FOR ADP MUST BE CREATED WITHIN THE ORGANIZATION STRUCTURE SO THAT A NEW TOTAL BUSINESS INFORMATION SYSTEM CAN EXIST.

CC06 TRICE, HM
NEW LIGHT ON IDENTIFYING THE ALCOHOLIC EMPLOYEE.'
PERSONNEL SEPT-OCT 1964
THERE IS A GROWING RECOGNITION OF THE HIGH COST OF AL-' COHOLISM IN EMPLOYEES. THIS ARTICLE IS ON A STUDY CONDUCTED IN A LARGE COMPANY. THE IMMEDIATE SUPERVISORS OF 72 EMPLOY-' EES DIAGNOSED AS ALCOHOLICS WERE GIVEN 44 ON THE JOB SIGNS OF ALCOHOLISM AND ASKED TO SELECT THE FIRST FIVE SIGNS THEY RECALLED NOTICING, HOW OFTEN, AND HOW SOON. THERE WERE 17 ITEMS WHICH APPEARED MOST FREQUENTLY, THESE ARE RANKED IN A TABLE. A SECOND TABLE GIVES THE FREQUENCY OF THESE SIGNS. BOTH TABLES ARE RANKED BY SUPERVISORS AND THE ALCOHOLICS.
SOME EARLY INDICATIONS GO UNNOTICED BY THE POSS PAR-' TICULARLY IN HIGHER POSITIONS. A STUDY OF MEDICAL RECORDS WILL ALSO GIVE CLUES SINCE ILLNESSES OF ALCOHOLICS SEEM TO BE CONCENTRATED IN SPECIFIC AREAS.

CC07 BAUER RA BUZZELL RD
MATING BEHAVIORAL SCIENCE AND SIMULATION.'
HARVARD BUSINESS REVIEW
PLANNING
THE AUTHORS ARGUE THAT DIFFERENT KINDS OF ANALYTICAL CONCEPTS AND METHODS CAN BE INTEGRATED TO PRODUCE MORE EF-' CFECTIVE RESULTS THAN IF USED SEPARATELY. THEY PRESENT A SIMPLIFIED EXAMPLE OF HOW BEHAVIORAL SCIENCE CONCEPTS AND COMPUTER SIMULATION CAN BE COMBINED TO ANALYZE A PROBLEM IN ADVERTISING STRATEGY. COMBINING QUALITATIVE WIH QUANTITA-' TIVE INFORMATION GIVES A MORE COMPLETE PICTURE OF THE SIT-' UATION. THE SOCIAL SCIENCE TELLS WHAT TO MEASURE AND WHAT TO EXPECT IF WE GET CERTAIN MEASUREMENTS. THE COMPUTER DEVEL-' OPS A MODEL OF THE REAL WORLD WITH WHICH IT WANTS TO DEAL AND THEN FEEDS APPROPRIATE DATA INTO THIS MODEL.
DISCUSSING THE EXAMPLE WHICH DEALS WITH A FIRMS PROB-' LEMS IN MARKETING SEAT BELTS, THE AUTHORS EXAMINE SUCH POINTS AS AUDIENCE ATTITUDES, EXPOSURE TO MESSAGE, READERS REACTIONS TO SALES MATERIAL AND OTHER ASPECTS OF RESEARCHING AND PLANNING A SALES CAMPAIGN AND HOW BOTH THE SCIENCES AND COMPUTERS HELPED THEM IN THIS. CHARTS ARE IN THE ARTICLE

CC08 PRENTING TO
BETTER SELECTION FOR REPETITIVE WORK.'
PERSONNEL SEPTEMBER OCTOBER 19LJ
TESTS
IN DEALING WITH REPETITIVE JOBS THE EMPHASIS HAS BEEN ON JOB ENLARGEMENT AND ALLEVIATING BOREDOM. THE CONTENTION OF THIS ARTICLE IS THAT SELECTION PROCEDURES SHOULD BE RE--' DESIGNED TO INSURE THAT REPETITIVE JOBS ARE FILLED BY PEOPLE BEST ADAPTED TO THEM. EMPIRICAL STUDIES NOTED IN THIS ARTICLE SUPPORT THE IDEA THAT SOME PEOPLE LIKE REPETITIVE WORK. PRESENT SELECTION METHODS ARE NOT DESIGNED TO FIND THESE PEOPLE. PERSONALITY TRAITS TO LOOK FOR ARE BASED ON SCANTY EVIDENCE BUT INCLUDE MIDDLE AGE OR OLDER, INTROVER-' SION, PSYCHOLOGICALLY STABLE, PERSERVERING AND CALM. THREE TYPES OF TESTS WERE SUGGESTED AS WAYS TO IMPROVE SELECTION OF EMPLOYEES FOR REPETITIVE WORK 1.GENERAL INTELLIGENCE 2.PERSONALITY 3.MOTOR DEXTERITY OR MECHANICAL APTITUDE. PERSONALITY TESTS MAY BE THE GREATEST AID SINCE TOLERANCE FOR THESE JOBS SEEM TO BE BASICALLY A MATTER OF TEMPERMENT.

CC09 FATORA WA
HOW TO PINPOINT PROBLEM AREAS IN WORK DISTRIBUTION.'
PERSONNEL SEPTEMBER-OCTOBER 1964
SUPERVISORS, JOB-DESCRIPTION
AN ACCOUNT OF HOW WORK DISTRIBUTION ANALYSIS WAS USED TO IMPROVE THE OPERATING EFFICIENCY IN A UNIT OF GENERAL ELECTRICS LARGE JET ENGINE DEPARTMENT. A BREAKDOWN OF THE WORK OF THE DEPARTMENT IS SHOWN BY SUBJECT FUNCTION TASK ACTIVITY. RANDOM SAMPLING WAS EMPLOYED TO GET DETAILED IN-' FORMATION ON TIME UTALIZATION. COMPARISONS WERE DRAWN FOR THE DIFFERENT CATEGORIES SUCH AS BUYER AND PURCHASING AGENT AND TASK AND ACTIVITY. ANALYSIS WAS BASED ON THE ACTUAL RESULTS COMPARED WITH A SURVEY OF SUPERVISORS AS TO WHAT THEY CONSIDERED THEIR MOST IMPORTANT DUTIES. THE BE-' FORE AND AFTER ORGANIZATION CHARTS OF THE PURCHASING DE-' PARTMENT ARE INCLUDED. AN AVERAGE WORK DAY WAS DRAWN UP FOR THE FINAL REPORT.

CC10 BELCHER DW
OMINOUS TRENDS IN WAGE AND SALARY ADMINISTRATION.'
PERSONNEL SEPTEMBER-OCTOBER 1964
ACHIEVEMENT, MOTIVATION
THIS ARTICLE DEALS WITH TRENDS IN WAYGE AND SALARY AD-' MINISTRATION AND ISSUES A WARNING THAT THEY MAY BE DECREAS-' ING THE IMPORTANCE OF THIS FUNCTION. ONE SUCH TREND IS THE GROWING ACCEPTANCE OF THE HERZBERG THEORY OF MOTIVATION. THIS TREND OF DOWNGRADING PAY AS A MOTIVATOR IS A RESULT OF NOT BASING IT ON ACHIEVEMENT. ANOTHER TREND IS THE EMPHASIS ON TECHNIQUES RATHER THAN OBJECTIVES. THE ASSUMPTIONS WAGE AND SALARY ADMINISTRATION HAVE BEEN BASED ON ARE NOT EX-' PLICIT. IT IS MORE REALISTIC TO BASE WAGE ON PREFERENCES AS REGARDS THE WEIGHT ATTACHED TO SENIORITY PERFORMANCE ETC. THAN ON ASSUMPTIONS. ANOTHER TREND IN THIS FIELD IS THE EM-' PHASIS ON OLD TECHNIQUES AND A LACK OF INNOVATION. THESE TRENDS HAVE NOT ALL ORIGINATED WITH WAGE AND SALARY ADMIN-' ISTRATORS BUT THEIR PRACTICES REINFORCE THEM.

CC11 SILER JW
FUNDAMENTALS OF BUILDING A WINNING TEAM.'
PERSONNEL SEPTEMBER-OCTOBER 1964
TRAINING, SELECTION, PERFORMANCE, EVALUATION
THIS ARTICLE DEALS WITH LESSONS FOR MANAGEMENT OF CON-' VENTIONAL BUSINESSES THAT ARE POINTED OUT BY THE GREENBAY PACKERS COMEBACK IN THE FOOTBALL WORLD. IT SHOULD BE REMEM-' BERED THAT THE PERSONNEL FUNCTION IS NOT DESIGNED TO MAKE AND KEEP PEOPLE CONSISTENTLY HAPPY. THE PROBLEM WAS ONE OF HAVING ONLY MEN TO WORK WITH. THE FIRST FUNDAMENTAL IS OR-' GANIZATION. THE COACH WAS GIVEN SOLE RESPONSIBILITY AND

ADEQUATE AUTHORITY AND HE SET UP A SIMPLE STRUCTURE WITH LINES OF AUTHORITY CLEARLY DEFINED. THE SECOND FUNDAMENTAL WAS PERFURMANCE EVALUATION. THE THIRD FUNDAMENTAL WAS SEL-' ECTION. THE FOURTH FUNDAMENTAL WAS FILLING IMMEDIATE NEEDS. THE FIFTH FUNDAMENTAL WAS TRAINING. THE SECRET OF THEIR SUCCESS WAS A MULTI-PRONGED APPROACH WITH EACH FACET BEING IMPLEMENTED WITH THOROUGHNESS.

0012 GOLEMBIESWKI RT
AUTHORITY AS A PROBLEM IN OVERLAYS
ADMINISTRATIVE SCIENCE QUARTERLY JUNE 1964
ORGANIZATION-ANALYSIS, ADMINISTRATIVE

THIS PAPER HAS A DUAL PURPOSE-- TO BUILD A CONCEPTUAL APPROACH TO AUTHORITATIVE RELATIONS IN ORGANIZATIONS THAT PERMITS A REASONABLE INTERPRETATION OF EXISTING RESEARCH AND TO ENCOURAGE SIGNIFICANT FUTURE RESEARCH. ITS FOCUS IS UPON SEVERAL CONCEPTS COMMON IN THE STUDY OF AUTHORITY WHICH ARE OFTEN TREATED AS BEING MORE OR LESS MUTUALLY EXCLUSIVE BUT WHICH MAY ALSO BE USEFULLY CONSIDERED AS INTERACTING OVERLAY OF AUTHORITATIVE RELATIONS. THUS IN THIS PAPER AUTHORITATIVE RELATIONS ARE CONCEIVED AS INTEGRATIVE OR AS HAVING TRADI-' TIONAL FUNCTIONAL AND BEHAVIORAL COMPONENT OVERLAYS. IN THE APPLICATION OF THE INTEGRATIVE CONCEPTUAL APPROACH ILLUS-' TTRATED HERE THE CRUCIAL ISSUE IS THE INCREASE OF THE CON-' TGRUENCE OF THE SEVERAL OVERLAYS SO THAT THEY SUBSTANTIALLY REINFORCE ONE ANOTHER. THE RELEVANT LITERATURE IS SAMPLED BOTH TO ILLUSTRATE APPLIED TECHNIQUES AND TO SKETCH AN OR-' GANIZATION STRUCTURE FOR CONGRUENCE OF THE SEVERAL OVERLAYS.

0013 ZANDER A WOLFE D
ADMINISTRATIVE REWARDS + COORDINATION AMONG COMMITTEE MEMBERS
ADMINISTRATIVE SCIENCE QUARTERLY JUNE,1964
ACHIEVEMENT

MEMBERS OF COORDINATING COMMITTEES MAY DEVELOP CON-' TRASTING AND EVEN CONFLICTING INTENTIONS--TO HELP THEIR COLLEAGUES TO ACCOMPLISH THEIR INDIVIDUAL ASSIGNMENTS AND TO WORK ON THE GROUP TASK

A NUMBER OF COORDINATING COMMITTEES IN A LARGE BUSINESS FIRM WERE GIVEN AN EXPERIMENTAL TASK DESIGNED TO SIMULATE THE CONCEPTUAL CHARACTERISTICS OF THEIR COMMITTEES. THE EF-' FECTS OF THREE DIFFERENT EXPERIMENTAL CONDITIONS WERE EXAM-' INED EACH CONCEIVED AS LIKELY TO GENERATE ONE OR ANOTHER OF THE THREE MOTIVES JUST DESCRIBED AND EACH REPRESENTING A FEASIBLE EMPHASIS IN THE REWARD SYSTEM OF A LARGE ORGAN-' IZATION. THE RESULTS REVEAL THAT THE POTENTIAL REWARDS FOR INDIVIDUAL SUCCESS, GROUP SUCCESS, OR BOTH CREATE QUITE DIFFERENT STYLES OF INTERPERSONAL RELATIONS AND VARIED DE-' GREES OF EFFECTIVENESS IN COLLABORATION AMONG MEMBERS.

0014 ROSENGREN WR
COMMUNICATION ORGANIZATION + CONDUCT IN THERAPUTIC MILIEAU
ADMINISTRATIVE SCIENCE QUARTERLY JUNE 1964
DECISION-MAKING HOSPITAL-ADMINISTRATION ATTITUDES CLIENTS

THIS PAPER ATTEMPTS TO DESCRIBE THE HISTORICAL FORCES SHAPING RECENT INNOVATIONS IN HOSPITAL ADMINISTRATION TO SET FORTH THE ORGANIZATIONAL FEATURES OF THE THERAPUTIC MILIEU AND TO TRACE THE INTERPERSONAL CONSEQUENCES OF THE DE-' BUREAUCRATIZED ESTABLISHMENT. WITHIN THE DEBUREAUCRATIZED MILIEU IMPORTANT PROCESSES OF CHANGE SEEM TO TAKE PLACE WHICH IMPORTANTLY AFFECT THE CONTENT AND FUNCTIONS OF COM-' MUNICATION CHANNELS, THE PROCESS OF DECISION MAKING WITH RESPECT TO BOTH CLINICAL AND ADMINISTRATIVE MATTERS, ATTITUDES THAT STAFF HAVE TOWARD THEMSELVES AND TOWARD PATIENTS, THE STRATEGIES WHICH STAFF EMPLOY TO ARTICULATE APPROPRIATE CONDUCT FOR THE CLIENTS AND THE MEANING OF THE INISTITUTION FOR BOTH PATIENTS AND STAFF.

0015 THOMPSON VA
ADMINISTRATIVE OBJECTIVES FOR DEVELOPMENT ADMINISTRATION.'
ADMINISTRATIVE SCIENCE QUARTERLY JUNE, 1964
PLANNING, POLICY

ADMINISTRATIVE PRACTICES AND PRINCIPLES OF THE WEST HAVE DERIVED FROM PREOCCUPATION WITH CONTROL AND THEREFORE HAVE LITTLE VALUE FOR DEVELOPMENT ADMINISTRATION IN UNDER-' DEVELOPED COUNTRIES WHERE THE NEED IS FOR AN ADAPTIVE AD-' MINISTRATION, ONE THAT CAN INCORPORATE CONSTANT CHANGE. HOWEVER, ADAPTIVE ADMINISTRATIVE PRINCIPLES CAN BE DERIVED FROM THE RESEARCHES AND THEORIES OF THE BEHAVIORAL SCIENCES, AND THESE SHOULD BECOME THE ADMINISTRATIVE OBJECTIVES OF DEVELOPMENT ADMINISTRATORS.

ILLUSTRATIVE OF SUCH OBJECTIVES ARE THE FOLLOWING-- AN INNOVATIVE ATMOSPHERE, THE OPERATIONALIZING AND SHARING OF GOALS, THE COMBINING OF PLANNING AND ACTING, THE INCREASING OF TOLERATION OF INTERDEPENDENCE AND THE AVOIDANCE OF BUREAUPATHOLOGY. THESE PROPOSITIONS ARE ILLUSTRATED BY THE ANALYSIS OF SOME CONCRETE ADMINISTRATIVE PROBLEMS, SUCH AS THE CENTRALIZATION--DECENTRALIZATION ISSUE.

0016 ZANNETOS ZS
SOME THOUGHTS ON INTERNAL CONTROL SYSTEMS OF THE FIRM.'
THE ACCOUNTING REVIEW OCTOBER, 1964
COMMUNICATION, EVALUATING, MOTIVATION

THIS ARTICLE INITIALLY EXAMINES THE IMPLICATIONS AND SHORT-COMINGS OF TWO IMPORTANT DETERMINISTIC MODELS, THE CLASSICAL THEORY OF THE FIRM AND TAYLORS MODEL OF RATIONAL-' IZATION OF OPERATIONS. UNDER THEIR ASSUMPTIONS, NEITHER ONE NECESSITATES ANY INTERNAL CONTROL SYSTEMS BECAUSE THE INDIVIDUALS ARE UNCONSCIOUSLY INFLUENCED TO ALLOCATE THEIR EFFORTS OPTIMALLY. THEN AN ALTERNATIVE MODEL EMPHASIZING CONSCIOUS COORDINATION OF ACTIVITIES FOR THE ACCOMPLISHMENT OF COMMON OBJECTIVES IS PRESENTED. THIS IS ONE MODEL WHERE THE NECESSITY OF CONSCIOUS COORDINATION AND CONTROL OF ACTIVITIES ENTERS.

FROM THESE EXAMINATIONS A CASE FOR ACCOUNTING CONTROL IS DEVELOPED ON THE ASSUMPTION THAT IT CAN PERFORM THE TASK OF COMMUNICATING INFORMATION OF OBJECTIVES, PROVIDE A STANDARD FOR MOTIVATING EFFICIENT BEHAVIOR AND PROVIDE A MEANS FOR EVALUATING PERFORMANCE.

0017 BUESCHEL RT
HOW EDP IS IMPROVING THE PERSONNEL FUNCTION.'
PERSONNEL SEPTEMBER-OCTOBER 1964
INFORMATION, EVALUATE, REPORTS, RECRUITMENT, DATA-PROCESSING

THIS ARTICLE BRIEFLY DISCUSSES THE USE OF ELECTRONIC DATA PROCESSING IN FOUR BROAD PERSONNEL AREAS 1.RECORDS AND ADMINISTRATION 2.WAGES AND SALARIES 3.SKILLS INVENTORIES 4. EMPLOYMENT. IT ALSO DEALS WITH THE PLANNING AND DESIGN NECESSARY TO APPLY EDP TO THE PERSONNEL FUNCTION.

IN RECORDS EDP OFFERS MORE COMPLETE AND TIMELY INFOR-' MATION FOR THE PREPARATION OF REPORTS. ONE FILE CAN HAVE MULTIPLE USES WHICH REDUCES CLERICAL WORKLOAD APPRECIABLY.

IN WAGE ADMINISTRATION EDP CAN SIMULATE FUTURE COSTS COMPARE PRESENT COSTS WITH THOSE OF THE INDUSTRY AND BE A CONTROL DEVICE FOR THE SALARY ADMINISTRATOR.

EDP IS USED IN SKILLS INVENTORIES TO SPEEDILY LOCATE THE FIRMS RESOURCES OF TALENT AND MAXIMIZE ITS USE.

TO COMBAT THE HIGH COST OF RECRUITING TECHNICAL PER-' SONNEL EDP ENABLES THE EMPLOYMENT OFFICE TO MAKE FAST DE-' CISIONS EVALUATE PLACEMENTS KEEP INTERNAL CONTROL AND CUT CLERICAL COSTS. GOOD PLANNING IS BASIC TO EFFECTIVE USE.

0018 BROOKER M
DOES TRADITIONAL ORGANIZATION THEORY CONFLICT WITH THEORY
PERSONNEL SEPTEMBER - OCTOBER 1964
SUPERVISION

THE AUTHOR MAINTAINS THAT WHILE ORGANIZATION THEORY IS DIFFERENT FROM THEORY Y THEY ARE NOT IN OPPOSITION, RATHER THEY OPERATE IN DIFFERENT AREAS.

THE PRINCIPLES OF ORGANIZATION ATTEMPT TO 1.IDENTIFY THE GENERAL CONNECTIONS BETWEEN BUSINESS PURPOSE AND STRUC-' TURAL INTERACTION PATTERNS AND WORK ACTIVITIES 2.PREDICT THE CONSEQUENCES OF PARTICULAR CONNECTIONS 3.DEVELOP ORGANIZA-' TIONAL STRUCTURES AND WORK ACTIVITIES TO FULFILL PARTICULAR OBJECTIVES.

AFTER THESE PRINCIPLES HAVE BEEN CAREFULLY CONSIDERED AND PLANNED FOR THEN THEORY Y MAY BE MOST EFFECTIVE IN MANAGING THE EMPLOYEES.

0019 LIPPINCOTT E AANNESTAD E
MANAGEMENT OF VOLUNTARY WELFARE AGENCIES.'
HARVARD BUSINESS REVIEW NOVEMBER-DECEMBER, 1964

THE ARTICLE DISCUSSES THE SEVEN MOST IMPORTANT QUES-' TIONS DIRECTORS AND POLICY MAKERS CAN ASK ABOUT THE OPERA-' TIONS OF A VOLUNTARY NONPROFIT ORGANIZATION. FIVE OF THESE QUESTIONS DEAL WITH MANAGEMENT STANDARDS SUCH AS AN EF-' FECTIVE BOARD AND STAFF RELATIONSHIP, WELL-DEFINED NEEDS SERVED BY THE AGENCY, ADAQUATE FINANCIAL SAFEGUARDS AND CONTROLS FOR FUNDRAISING, AGENCYS RELATION TO THE WORK OF THE NATIONAL ORGANIZATION AND WHETHER THE AGENCY IS DOING A GOOD JOB OF WHAT IT IS SET UP TO DO. THE OTHER TWO QUESTIONS DEAL WITH EXTERNAL FACTORS AND TRENDS. THEY ASK HOW MANY OTHER AGENCIES ARE TRYING TO DO ALL OR PART OF THE SAME JOB, AND WHETHER THE AGENCY FUNCTIONS IN PROPER RELATIONSHIP TO GOVERNMENTAL AGENCIES. WHEN THESE QUESTIONS ARE ANSWERED THE AGENCIES CAN, UNDER WISE MANAGEMENT, DEVOTE THEIR TIME TO REDUCING THE NUMBER OF PEOPLE REQUIRING SOCIETIES CARE TO A MINIMUM AND INCREASING THOSE WHO CAN LEAD INDEPENDENT LIVES TO A MAXIMUM. APPENDIX.

0020 GREINER, LE
BREAKTHROUGH IN ORGANIZATION DEVELOPMENT.'
HARVARD BUSINESS REVIEW NOV-DEC, 64
DUCATION, LEARNING, TRAINING, RESEARCH-UTILIZATION

THIS ARTICLE DESCRIBES HOW BEHAVIORAL SCIENCE CONCEPTS OF TEAM LEARNING FORM A LINK BETWEEN INDIVIDUAL LEARNING AND TOTAL ORGANIZATION DEVELOPMENT. THIS LINK IS IMPORTANT BE-' CAUSE IT SUGGESTS SOME ANSWERS TO A LONG-STANDING PROBLEM IN INDUSTRY, HOW TO TEST AND DEMONSTRATE THE LARGE-SCALE USE-' FULNESS OF HUMAN RELATIONS RESEARCH AND TEACHING.

A MANAGERIAL GRID WAS PREPARED AND THE AUTHORS DISCUSS HOW THIS GRID SHOULD WORK AND HOW IT ACTUALLY DID WORK IN AN EXPERIMENT. CHARTS ARE USED TO SIMPLIFY AND ORGANIZE THE FINDINGS. AFTER STUDYING THE PROGRAM, THE AUTHORS CONCLUDE THAT IT CAN BE SUCCESSFUL UNDER CERTAIN CONDITIONS WHICH ARE LISTED IN THE ARTICLE. THUS WITH OUTSIDE ASSISTANCE, MANAGERS NOW CAN TEACH MANAGERIAL AND TEAM EFFECTIVENESS. IT ALSO APPEARS THAT THIS TYPE OF EDUCATIONAL STRATEGY CAN HELP TO MAKE SIGNIFICENT CONTRIBUTIONS TO ORGANIZATIONAL EFFECTIVENESS AS WELL.

0021 BROUWER, PS
THE POWER TO SEE OURSELVES.'
HARVARD BUSINESS REVIEW NOV-DEC, 64
ATTITUDES SELF CONCEPT

THE AUTHOR DISCUSSES THE IMPORTANCE OF THE SELF-' CONCEPT IN MANAGER DEVELOPMENT. IT IS IMPORTANT BECAUSE EVERYTHING WE DO, SAY, OR PERCIEVE IS INFLUENCED BY HOW WE SEE OURSELVES. IF A COMPANY WANTS TO CHANGE A MANAGERS GOALS OR ATTITUDES IT IS ESSENTIAL THAT THE CHANGE BEGINS WITH A CHANGE IN HIS SELF CONCEPT. THE PROBLEMS WHICH ARISE AS A RESULT OF CONFLICTS IN SELF-CONCEPTS AND IN THE NATURAL RESISTANCE TO CHANGE ARE DISCUSSED IN THE ARTICLE. IT ALSO INVESTIGATES THE STEPS REQUIRED TO REACH A CHANGE IN SELF--' CONCEPT. THESE STEPS ARE A SELF-EXAMINATION WHICH WILL REVEAL SELF-EXPECTATIONS WHICH WHEN ANALYSED, WILL REVEAL WHERE CHANGES IN EXPECTATIONS ARE NECESSARY. THESE CHANGES MUST THEN BE DEVELOPED PRIMARILY THROUGH THE EXECUTIVES OWN SELF-DIRECTION.

THUS, THE EXECUTIVE MUST FIRST SEE HIMSELF AS HE IS NOW, SECOND AS HE WOULD LIKE TO BE, AND THIRD, AS IT IS POSSIBLE FOR HIM TO BE. HE MUST THEN COORDINATE THE THREE.

0022 CASS RT
PATTERN FOR PLANNING.'
MANAGEMENT SERVICES SEPTEMBER-OCTOBER 1964
GOAL-SETTING

THIS ARTICLE SETS FORTH A SERIES OF STEPS TO BRING ALL THE IMPORTANT ELEMENTS OF A BUSINESS TOGETHER IN A UNIFIED PATTERN FOR PROFIT.

1. DECIDE IN GENERAL TERMS WHAT YOU WANT TO ACCOMPLISH AND ASSIGN QUANTITIES TO THEM. 2. GET A CLEAR IDEA OF THE CAPABILITIES OF THE ORGANIZATION. DATA WILL POINT OUT AD-'

VANTAGES AND DEFICIENCIES OF THE FIRM. 3. PROJECT WHAT WILL HAPPEN IN THE FUTURE IF NO EXCEPTIONAL ACTION IS TAKEN. 4. DEPARTMENT MANAGERS SHOULD WORK OUT SPECIFIC ATTAINABLE GOALS FOR THEMSELVES WHICH ARE IN LINE WITH THE GENERAL OB-' JECTIVES OF STEP 1. 5. DEPARTMENT MANAGERS SHOULD DEVELOP SPECIFIC MEANS TO ACCOMPLISH THE OBJECTIVES. STEPS 4 AND 5 ARE REVIEWED AND REFINED. 6. SET UP A SYSTEM OF REPORTING AND ANALYSING PERFORMANCE.

THERE ARE TWO TABLES, ONE A SUMMARY OF THE STEPS AND THE PURPOSES OF EACH, THE OTHER A DEPARTMENTAL PLAN EXAMPLE.

0023 SAUBER RW
THE QUARTERLY PLAN REVIEW.'
MANAGEMENT SERVICES NOVEMBER DECEMBER 1964
PLAN-MAKING, FORECAST, PREDICTION

TO AVOID THE INFLEXIBILITY OF ANNUAL PROFIT PLANS YET NOT OVERBURDEN THE OPERATING DEPARTMENTS A QUARTERLY REVIEW OF PROFITS SHOULD BE UNDERTAKEN.

3 SHORT CASES SHOW THE FALLACY OF ANNUAL INFLEXIBLE PLANS. AN EXHIBIT SHOWS THE PLANNING SCHEDULE ON A QUART-' ERLY BASIS. REVIEW DOES NOT NECESSARILY MEAN CHANGE. EXHI-' BIT 2 SHOWS THE ROLLING QUARTER CONCEPT IN WHICH A 3 MONTH FORECAST IS ADDED TO HIS PLAN EACH QUARTER. THE WORK OF MAKING THESE PLANS BECOMES ROUTINE AND IS MORE EASILY AC-' COMPLISHED THAN THE HUGE TASK OF ANNUAL BUDGETING. IT PRO-' VIDES MANAGERS WITH A CURRENT YARDSTICK TO MEASURE OPERA-' TIONS AND A BASIS FOR REVIEWING CAPITAL EXPENDITURES.

THESE ARE A FEW OF THE ADVANTAGES GIVEN AND A LISTING OF OTHERS ARE INCLUDED IN THE ARTICLE.

0024 WEINER, JB
THE NEW ART OF FREE-FORM MANAGEMENT.'
DUNS REVIEW AND MODERN INDUSTRY DECEMBER, 1964
RESPONSIBILITY OVER-ORGANIZATION

THE LATEST TREND IN MANAGEMENT PRACTICES IS THAT OF FREE FORM MANAGEMENT. IT SHUNS RIGID CHAINS OF COMMAND AND ORGANIZATION CHARTS AND EMPLOYS THE BEHAVIORAL SCIENCES BY ADAPTING HUMAN RESOURCES TO THE PRIMARY BUSINESS GOALS OF THE CORPORATION IN A RETURN TO THE EARLY DAYS OF AMERICAN MANAGEMENT.

POLAROID, INC, IMA AND OTHERS PRESENT THEIR ADAPTATION TO FREE-FORM MANAGEMENT FROM THE CONGESTION OF OVER--' ORGANIZATION. WHILE ORGANIZATION STRUCTURES AND CHARTS ARE NOT DISREGARDED, MORE EMPHASIS IS PLACED ON INDIVIDUAL RESPONSIBILITY AT THE MANAGERIAL LEVEL, FEWER MEETINGS ALLOWING MORE REAL WORKING TIME AND A GREATER INTERCHANGE OF IDEAS AMONG DIFFERENT DEPARTMENTS. THE IDEA OF A MAN HAVING ONE BOSS IS DISREGARDED BY SOME AS ARE OTHER CLASSICAL MANAGEMENT IDEAS.

0025 MCCONKEY, DD
JUDGING MANAGERIAL SUCCESS.'
BUSINESS HORIZONS FALL, 64
PERFORMANCE EVALUATION MEASUREMENT

THE AUTHOR REJECTS TRADITIONAL FORMS OF MEASURING THE PERFORMANCE OF MANAGERS IN FAVOR OF THE IMPROVED METHOD OF MANAGEMENT BY RESULTS IN WHICH REALISTIC GOALS, CONSISTENT WITH THE COMPANYS LONG-RANGE GOALS, ARE DEFINED FOR THE MANAGERS BY EXECUTIVES. RESULTS CAN THEN BE MEASURED AGAINST SPECIFIC GOALS. THE AUTHOR ALSO DISTINGUISHES BETWEEN SINGLE AND MULTIPLE LEVELS OF ACCOUNTABILITY AND WITH THE HELP OF A TWO PAGE CHART, DISCUSSES THE QUANTITATIVE AND QUALITATIVE MEASURING OF MANAGEMENT POSITIONS. THUS, THE ARTICLE IS A PLEA FOR MANAGEMENT BY RESULTS AND MULTIPLE LEVELS OF ACCOUNTABILITY IN ORDER TO PROVIDE TRULY EFFECTIVE MEASURES OF MANAGEMENT PERFORMANCE.

0026 KAPLAN, M
THE PLANNER, GENERAL PLANNING AND THE CITY.'
LAND ECONOMICS, AUGUST, 1964
SATISFACTION, EVALUATE, URBAN

ALTHOUGH PLANNERS HAVE MADE IMPORTANT CONTRIBUTIONS TO IMPROVING URBAN LIFE, SATISFACTION WITH PAST RESULTS IS NOT ENOUGH. THE AUTHOR SUGGESTS SEVERAL DEPARTURES FROM CUR-' RENT PLANNING PRACTICES. HIS PLANS CALL FOR THE PLANNERS NOT TO ABSTRACT A COMPLETE SET OF URBAN VALUES, NOR TO EVALUATE ALL THE CONSEQUENCES OF ALL ALTERNATIVES, BUT TO RESTRICT HIS ATTENTION TO FEWER ALTERNATIVE POLICIES. THE AUTHOR DISCUSSES HOW HIS PLAN CALLS FOR A MUCH CLOSER RELATIONSHIP BETWEEN PHYSICAL AND SOCIAL PLANNING WHICH THE AUTHOR BELIEVES IS A VERY IMPORTANT RELATIONSHIP. A NUMBER OF APPROACHES WHICH CAN BE UTILIZED TO INTEGRATE SOCIAL AND PHYSICAL PLANNING ARE ALSO INVESTIGATED.

0027 BREHM, CT SAVING, TR
THE DEMAND FOR GENERAL ASSISTANCE PAYMENTS.'
THE AMERICAN ECONOMIC REVIEW DEC, 64 VOL LIV NO 6
PUBLIC-ASSISTANCE

THE AUTHOR BEGINS WITH A THEORETICAL DISCUSSION OF INFLUENCES ON DECISIONS TO DEMAND PUBLIC ASSISTANCE, CON-' SIDERING GOVERNMENT ASSISTANCE PAYMENTS (GAP) A SPECIAL CASE OF THE DEMAND FOR LEISURE.

DATA FOR BOTH STATE AND FEDERAL PROGRAMS ARE EXPLORED, AS WELL AS AN ESTIMATING PROCEDURE.

THE RESULTS INDICATE THAT LEVEL OF GAP IS AN IMPORTANT VARIABLE IN EXPLAINING PERCENTAGE OF STATE POPULATION ON GAP ROLLS, AS IS VARIANCE IN CONSUMERS WITH ZERO WAGE ALTERNA-' TIVES.

THEORETICALLY, THE DECISION TO DEMAND GAP DEPENDS ON EARNED INCOME, MINIMUM SOCIALLY-DESIRABLE INCOME, AND THE DISCOUNT FACTOR APPLIED TO RELIEF PAY BY THE CONSUMER.

THE AUTHOR DOES NOT IMPLY THAT THE GAP PROGRAM BE SLOWED OR STOPPED, BUT INDICATES THAT GAP RECIPIENTS ARE LIKE OTHER CONSUMERS IN REACTING TO ECONOMIC INCENTIVES.

0028 MESSNER FR
A SYSTEMS APPROACH TO INDUSTRIAL MARKETING COMMUNICATIONS.'
JOURNAL OF MARKETING OCTOBER 1964
EFFICIENCY

TOP MANAGEMENT OF INDUSTRIAL FIRMS ARE INCREASINGLY ASKING FOR MORE INFORMATION ON THE EFFECTIVENESS OF ADVER-' TISING SO AS TO MAKE BETTER VALUE JUDGEMENTS. THIS GROWING CONCERN IS DUE TO 1.MARKETING FUNCTION BECOMING MORE IMPOR-' TANT TO INDUSTRIAL FIRMS 2.A LARGE PART OF THE MARKETING JOB IS COMMUNICATIONS 3.WEAKNESSES IN MARKETING COMMUNICATIONS ARE PROFIT INHIBITORS. A SYSTEMS APPROACH SHOULD CONSIST OF AT LEAST THE FOLLOWING STAGES. 1.ESTABLISH THE COMPANY GOALS 2.PINPOINT THEMARKET SITUATION AS TO WHAT IT IS , THE BUYING INFLUENCE PATTERN, IMPORTANT DECISIONS OF THESE INFLUENCES 3 CREATING COMPETITIVE EDGE IN PRODUCT, PACKAGE, DISTRIBUTION, SERVICE, MERCHANDISING PROGRAM 4.DEFINE THE ROLE OF COMMUN-' ICATIONS 5.SELECT COMMUNICATION OBJECTIVES 6.ESTABLISH BENCH MARKS FOR MEASURING EFFECTIVENESS 7.DEVELOP MESSAGE STRATEGY 8.DEVELOP MEDIA AND MONEY STRATEGY 9.DEVELOP AUDI-' ENCE STRATEGY 10.PILOT-TEST COMMUNICATIONS 11.VIEW ENTIRE COMMUNICATIONS CYCLE. 12.PROVE EFFICIENCY.

0029 WONG Y
CRITICAL PATH ANALYSIS FOR NEW PRODUCT PLANNING.'
JOURNAL OF MARKETING OCTOBER 1964
PLANNING-TECHNIQUE

THE PURPOSE OF THIS ARTICLE IS TO INTRODUCE THE GROUP OF TECHNIQUES CALLED CRITICAL PATH ANALYSIS, CPA, AND ITS APPLICATION TO NEW PRODUCT PLANNING. THE PROCESS OF NEW PRODUCT PLANNING AS A FUNCTION OF MARKETING MANAGEMENT IS FIRST DESCRIBED. THE CONCEPT OF CPA IS THAT RELATED JOBS OF A PROJECT ARE LAID OUT IN PATHS, ACCORDING TO THE ORDER IN WHICH THEY MUST BE PERFORMED, THE TIME REQUIRED FOR EACH JOB IS DETERMINED, THEN THESE TIMES ARE SUMMED ALONG EACH PATH TO FIND THE LONGEST PATH WHICH GIVES PROJECT DURATION. A LISTING OF THE TYPES OF INFORMATION CPA PROVIDES IS GIVEN. A HYPOTHETICAL NEW PRODUCT VENTURE IS PRESENTED TO SHOW THE TECHNIQUES RATIONALE AND CAPABILITIES. PLANNING, SCHEDULING, AND CONTROL ARE THE PHASES INVOLVED IN USING CPA. EXTENSIONS OF CPA AND ITS VALUE IN A NEW PRODUCT VENTURE ARE ALSO DIS-' CUSSED.

0030 MAYFIELD, EC
SELECTION INTERVIEWS AN EVALUATION OF PUBLISHED RESEARCH
PERSONNEL PSYCHOLOGY AUTUMN, 1964
DECISION-MAKING, PLACEMENT

IN THE LAST FEW YEARS, THE SELECTION INTERVIEW HAS BEEN SUBJECTED TO A GREAT DEAL OF CRITICISM, MOST OF WHICH HAS STRESSED A GENERAL LACK OF EVIDENCE CONCERNING THE INTER-' VIEWS RELIABILITY AND VALIDITY. THE AUTHOR, WHILE AGREEING FOR THE MOST PART WITH PRIOR CRITICISM, ATTEMPTS TO TAKE THREE FURTHER STEPS. FIRST, HE EXPLAINS THE PRESENT LIMITED KNOWLEDGE IN TERMS OF A LACK OF COMPARABILITY BETWEEN STUDIES AND AN OVERDEPENDENCE ON RESEARCH RESULTS FROM OTHER AREAS. SECOND, NUMEROUS RESEARCH FINDINGS WHICH HAVE RE-' CEIVED SUPPORT FROM MORE THAN ONE STUDY ARE SUMMARIZED AND DISCUSSED. THIRD, A STARTING POINT FOR BASIC RESEARCH ON THE SELECTION INTERVIEW WHICH MAY LEAD TO MORE PROFITABLE RE-' SEARCH IN THE FUTURE IS PRESENTED. THE AUTHOR GIVES THE INVESTIGATION OF THE DECISION MAKING PROCESS AS IT OPERATES IN THE INTERVIEW AS A PROBABLE AND PROFITABLE STARTING POINT. FIVE PAGES OF REFERENCES FOLLOW THE ARTICLE.

0031 MAIER, NRF HOFFMAN, LR
TYPES OF PROBLEMS CONFRONTING MANAGERS.'
PERSONNEL PSYCHOLOGY AUTUMN, 1964
EVALUATION, DECISION-MAKING

THIS ARTICLE INVESTIGATES MAIERS PROPOSAL THAT MANAGE-' MENT PROBLEMS MAY BE CLASSIFIED ACCORDING TO THE DEGREE TO WHICH THEIR SOLUTIONS REQUIRE TWO ESSENTIAL INGREDIENTS TO MAKE THEM EFFECTIVE. THESE INGREDIENTS ARE QUALITY, THE DE-' GREE TO WHICH OBJECTIVE FACTS HAVE BEEN UTILIZED AND EVALU-' ATED, AND ACCEPTANCE, THE DEGREE TO WHICH THE SUPPORT OF THE EXECUTERS OF THE DECISION HAS BEEN MOBILIZED. USING THESE INGREDIENTS, THE AUTHORS SUGGEST THREE CLASSIFICATIONS FOR MANAGEMENT PROBLEMS. THE ARTICLE THEN DISCUSSES A STUDY IN WHICH MANAGERS WERE ASKED TO CLASSIFY THE PROBLEMS THEY PERCEIVE IN THEIR JOBS INTO THE THREE SUGGESTED TYPES. A DESCRIPTION OF THE PROCEDURE, SUBJECTS, AND RESULTS OF THE STUDY, ILLUSTRATED WITH TABLES, MAKES UP THE BULK OF THE ARTICLE. A DISCUSSION OF THE RESULTS AND THEIR APPLICATION TO PARTICIPATIVE APPROACHES TO MANAGEMENT CONCLUDES THE ARTICLE.

0032 MACKINNEY, AC DUNNETTE, MD
THE INDUSTRIAL PSYCHOLOGISTS JOB.'
PERSONNEL PSYCHOLOGY AUTUMN, 1964
JOB-DESCRIPTION

THIS ARTICLE PRESENTS THE RESULTS FROM THE SECTIONS OF DUNNETTES 1961 SURVEY OF THE DIVISION 14, INDUSTRIAL PSYCHOLOGY, MEMBERSHIP WHICH SOLICITED JOB DESCRIPTION IN-' FORMATION. THE RESULTS ARE SUMMARIZED IN TERMS OF FRE-' QUENCIES WITH WHICH THE RESPONDENTS INDICATE THAT NINETEEN JOB DESCRIPTIVE CATAGORIES MAKE UP AN IMPORTANT PART OF THE JOBS. A FACTOR ANALYSIS OF THE INTERCORRELATIONS AMONG THESE CATAGORIES REVEALS FIVE FACTORS.'

1. A GENERAL FACTOR, PSYCHOLOGICAL WORK IN INDUSTRY.
2. PERSONNEL ADMINISTRATION
3. TEST RESEARCH
4. WORKING WITH PEOPLE
5. A FACTOR LABELED, VARIOUSLY, ORGANIZATIONAL ANALYSIS OR MORALE MEASUREMENT OR ADVISING MANAGEMENT.

NUMEROUS CHARTS AND TABLES AID THE AUTHORS IN PRESENT-' ING A CLEAR PICTURE OF THE SAMPLE, THE RESULTS, AND A BRIEF DISCUSSION OF THE IMPLICATIONS OF THE STUDY.

0033 DENTON, JC
THE VALIDATION OF INTERVIEW-TYPE DATA.'
PERSONNEL PSYCHOLOGY AUTUMN, 1964
SELECTION, RECRUITMENT, SURVEY-ANALYSIS

THIS ARTICLE DISCUSSES A STUDY WHICH HAD THE PURPOSE OF INVESTIGATING A DIFFERENT METHOD FOR ACQUIRING INTERVIEW INFORMATION AND TO ANALYZE THE VALIDITY OF THE RESPONSE CONTENT. THIS PROBLEM WAS DISCUSSED USING A LARGE SALES OR-' GANIZATION FOR ILLUSTRATION PURPOSES.

THE AUTHOR DISCUSSES THE BACKGROUND RESEARCH FOR THE STUDY, ALONG WITH THE METHODS AND PROCEDURES USED IN HIS STUDY. THE RESULTS ARE GIVEN AND FOLLOWED WITH A DISCUSSION

WHICH STATES THAT PREDICTION OF SUCCESS IN SELLING IS POS-' SIBLE WITH WRITTEN INTERVIEWS. THUS IMPROVEMENT OF SALES PERSONNEL IS THEREBY POSSIBLE.

A LIST OF FOUR FACTORS OF RATING DATA WHICH INCLUDES INTELLIGENT JOB PERFORMANCE, LEADERSHIP BEHAVIOR, PROPER JOB ATTITUDE, AND RELATIONS WITH OTHERS, IS PRESENTED, DEFINED AND DESCRIBED. TWO TABLES ARE USED TO PRESENT FREQUENCY AND VALIDITY FIGURES.

CC34 HARDIN, E
CHARACTERISTICS OF PARTICIPANTS IN AN EMPLOYEE SUGGESTION PLAN
PERSONNEL PSYCHOLOGY AUTUMN, 1964
SUPERVISORS, ATTITUDES

THE ARTICLE IS CONCERNED WITH THE PERSONAL-BACKGROUND, ATTITUDINAL, AND SITUATIONAL FACTORS ASSOCIATED WITH DIF-' FERENTIAL PARTICIPATION OF WHITE COLLAR EMPLOYEES IN A NEW SUGGESTION PLAN OF A MEDIUM SIZED CASUALTY INSURANCE COMPANY IN THE UNITED STATES. AFTER A BRIEF DISCUSSION OF PREVIOUS STUDIES ALONG THE SAME LINES, THE AUTHOR GOES INTO THE PRO-' CECURES OF HIS OWN STUDIES. HE THEN GIVES HIS FINDINGS USING TABLES AND NUMEROUS FORMULAS TO PRESENT MUCH OF HIS IN-' FORMATION.

THE RESULTS OF THE STUDY FOUND NO SUPPORT FOR COMMON NOTIONS THAT SUGGESTORS ARE PRONE TO GRIPE AND TO BE HURT BY REJECTION OF SUGGESTIONS OR, BY CONTRAST, TO BE COMPANY MEN. THEY DID, HOWEVER, PROVIDE SOME SUPPORT FOR THE ASSERTIONS OF MUCH MANAGEMENT LITERATURE THAT THE SUPERVISORS CAN GREATLY AFFECT THE SUCCESS OF A SUGGESTION PLAN.

CC35 RITTI, RR
HALO IN FACTOR-ANALYSIS OF A SUPERVISORY BEHAVIOR INVENTORY
PERSONNEL PSYCHOLOGY AUTUMN, 1964
RATING, EVALUATION

THIS ARTICLE DESCRIBED A FACTOR ANALYSIS OF SUPERVISORY BEHAVIOR RATINGS USING A PROCEDURE OF STANDARDIZING BOTH BY VARIABLE AND BY SUBJECT, IN ORDER TO ELIMINATE A COMPONENT OF CORRELATION DUE TO DIFFERENCES IN SUBJECTIVE MEANS AND STANDARD DEVIATION. THIS PROCEDURE RESULTS IN A LARGE RE-' DUCTION IN THE RELATIVE SIZE OF THE FIRST PRINCIPLE COMPON-' ENT, A SYSTEMATIC REDUCTION IN THE CORRELATIONS BETWEEN PRIMARY VECTORS OF THE OBLIQUE FACTOR SOLUTION, AND IN A MORE CLEARLY DEFINED SIMPLE STRUCTURE RESULTING FROM THE OBLIQUE ROTATIONS.

AFTER AN INTRODUCTION OF VARIOUS RESEARCH PROJECTS, METHODS, AND RESULTS, THE AUTHOR FILLS THE BULK OF THE ARTICLE WITH COMPARISON OF THE RESULTS AND FACTORS. TABLES ARE USED TO SUMMARIZE THE INFORMATION.

CC36 MCLAUGHLIN, WJ
THE USE OF STATISTICAL SAMPLING BY INTERNAL AUDITORS.'
THE INTERNAL AUDITOR FALL, 1964
ACCOUNTING

ABSOLUTE CERTAINTY IN AUDIT TESTS IS THE ULTIMATE GOAL. UNFORTUNATELY, IT IS NOT OFTEN PRACTICAL. POSSIBLE SOLUTIONS FOR EVER-PRESENT RISK AND UNCERTAINTY ARE JUDGEMENT AND STATISTICAL SAMPLING, THE LATTER BEING FAR MORE RELIABLE. IT IS NOT WIDELY ACCEPTED, THOUGH IT OFFERS THE INTERNAL AUDITOR BETTER INFORMATION IN MORE ECONOMICAL UNITS. IT DOES NOT REPLACE THE AUDITOR OR HIS GOOD JUDGEMENT, BUT MAKES HIM EVEN MORE VALUABLE TO HIS FIRM.

AN APPLICATION OF STATISTICAL SAMPLING IS PRESENTED FOR MANAGERIAL DATA PROCESSING, IN A COMBINATION OF TWO NEW TOOLS FOR BUSINESS.

THE RELUCTANCE OF AUDITORS TO EMPLOY THIS METHOD IS DISCUSSED AND FOUND TO HAVE LITTLE BASIS BEYOND MISUNDER-' STANDING. EDUCATION, EXPERIMENTATION, AND USEFUL APPLICA-' TIONS ARE SUGGESTED AS MEANS OF DISOLVING THIS AVERSION SO THAT STATISTICAL SAMPLING WILL CEASE TO BE A PROBLEM AND TAKE ITS RIGHTFUL PLACE AS A VALUABLE SOLUTION.

CC37 BLUMENTHAL, SC
BREAKING THE CHAIN OF COMMAND.'
BUSINESS AUTOMATION DECEMBER, 1964
COMMUNICATION

THE ARTICLE DESCRIBES THE RECENT TREND FROM TRADITIONAL COMPUTER APPLICATIONS INTO MORE ADVANCED BUSINESS SYSTEMS IN TERMS OF ITS DEVELOPING IMPACT ON LARGE BUSINESS ORGANIZA-' TIONS. MANAGEMENT MUST LEARN THE MANAGEMENT OF COMPUTERS AS WELL AS MEN AND ORGANIZATIONS SO THAT THE MEN AND COMPUTERS CAN COMPLEMENT EACH OTHER AND WORK EFFICIENTLY.

CC38 WELLS WD
EQ, SON OF EQ, AND THE REACTION PROFILE.'
JOURNAL OF MARKETING OCTOBER 1964
TESTING, RATING, SCALES, EMOTION

THE AUTHOR CONDUCTED A SERIES OF EXPERIMENTS ON AD-' VERTISEMENT RATING SCALES. A SCALE TO MEASURE EMOTIONAL AP-' PEAL WAS DEVELOPED. THIS IS THE EMOTIONAL QUOTIENT WHICH IS SHOWN IN A TABLE. THIS SCALE TELLS HOW MUCH THE RESPONDANT IS ATTRACTED TO AN AD. THE NEXT DEVELOPED SCALE, ALSO IN A TABLE, SAYS SOMETHING ABOUT THE MEANINGFULLNESS OF THE ADS MESSAGE. OTHER TABLES INCLUDE SUBSCALES REVEALED BY SCALO-' GRAM ANALYSIS, SCALE CLUSTERS, 26 SEMANTIC SCALES, REACTION PROFILE SCALES. THE AUTHOR DESCRIBES THE LOGIC BEHIND THE DEVELOPMENT OF THESE SCALES. ANOTHER DIMENSION THAT CAN POSSIBLY BE PREDICTED IS WHETHER THE AD HAS VITALITY AND LIFE. HE INDICATES THAT RESULTS FROM RATING SCALES HAVE A USEFUL RELATIONSHIP TO THE RESULTS OBTAINED FROM AIDED RE-' CALL TESTING.

CC39 SCHMIDT, DT KAVANAGH, TF
USING DECISION STRUCTURE TABLES.'
DATAMATION, VOL 10 NO 2 FEBRUARY, 1964
DECISION-MAKING, EFFICIENCY, ECONOMY

STRUCTURE TABLES PROVIDE A SIMPLE METHOD OF RECORDING LOGIC DECISIVELY AND UNAMBIGUOUSLY, ELIMINATING MANY CODING AND PROGRAMMING EFFORTS. THEY ARE BEST APPLIED WHEN MANY DETAILED, INTERACTING DECISIONS ARE INVOLVED IN PROBLEM SO-' LUTIONS, AND SHIFT THE EMPHASIS FROM FLOW OF ACTIVITIES, AS IN FLOW CHARTING, TO DECISION LOGIC.

THE AUTHORS PROPOSE 6 GROUND RULES FOR WRITING DECISION STRUCTURE TABLES. 1. DEFINE SPECIFIC BOUNDARIES, OBJECTIVES AND LIMITS. 2. ENUMERATE INDIVIDUAL ELEMENTARY DECISIONS. 3. DEFINE NECESSARY OUTCOMES. 4. DEVELOP VALUE STATES FOR EACH ALLOWABLE OUTCOME. 5. DEVELOP DECISION PARAMETERS AFFECTING EACH DECISION. 6. DEVELOP DECISION PARAMETER TESTS AND VALUES. THESE RULES ARE ILLUSTRATED BY AN EXAMPLE FROM THE GE X-RAY DEPT. ONE RUN THROUGH THESE STEPS DOES NOT MEAN COMPLETION OF THE JOB. IF AT ALL POSSILLE, A FOCUS SHOULD BE KEPT ON THE GENERAL, BECAUSE OF RELATED PROBLEMS, AND EN-' GINEERING BECAUSE OF EFFICIENCY AND ECONOMY IN THE SOLUTION.

CC40 SCANLAN, BK
EFFECTS OF PENSION PLANS ON MOBILITY AND HIRING OLDER WORKERS
PERSONNEL JOURNAL JANUARY, 1965
AGED PLACEMENT LABOR

TO WHAT EXTENT ARE PENSION PLANS ACTUALLY RESPONSIBLE FOR REDUCING LABOR MOBILITY AND HINDERING THE HIRING OF OLDER WORKERS. HAVE SUCH EFFECTS BEEN OVER-RATED. THERE IS LITTLE EVIDENCE TO SUPPORT THE CLAIM THAT PENSION PLANS ARE UNDULY RESTRICTIVE IN TERMS OF REDUCING LABOR MOBILITY OR HINDERING THE HIRING OF OLDER WORKERS. RATHER, IT WOULD SEEM THAT PENSION PLANS HAVE BECOME THE SCAPEGOAT FOR OTHER MORE SIGNIFICANT FACTORS. ALSO, ON THE SURFACE THEY OFFER AN EASY EXPLANATION OF PROBLEMS WHOSE SOLUTION IS MORE COMPLICATED.

AS THE FACTS OF THE SITUATION AS PRESENTED BECOME MORE WIDELY RECOGNIZED, IT IS INCREASINGLY LIKELY THAT OTHER EXPLANATIONS FOR LACK OF MOBILITY AND THE TENDENCY TO TO REFRAIN FROM HIRING WORKERS OVER FORTY YEARS OF AGE WILL BE SOUGHT.

CC41 MCCLURE, JA
SYGGESTION SYSTEMS AND COST REDUCTION.'
PERSONNEL JOURNAL JANUARY, 1965
MORALS, SUGGESTIONS

PROPONENTS AND OPPONENTS OF SUGGESTION SYSTEMS OFFER WHAT THEY CONSIDER CONCLUSIVE EVIDENCE IN SUPPORT OF THEIR VIEWS. THIS AUTHOR PRESENTS A GOOD CASE FOR HIS CONTENTION THAT LARGE ORGANIZATIONS CAN DERIVE MONETARY SAVINGS AND EMPLOYEE GOODWILL FROM CAREFULLY PLANNED, MANAGEMENT SUPPORTED AND WELL ADMINISTERED SUGGESTION AWARDS PROGRAMS.

CC42 KIRK, B
APPRAISEE PARTICIPATION IN PERFORMANCE INTERVIEWS.'
PERSONNEL JOURNAL JANUARY, 1965
NONDIRECTIVE-TECHNIQUE, EVALUATION, SUPERVISORS

RESULTS OF A SURVEY OF 294 ARA MANAGERS TO DETERMINE WHETHER AND TO WHAT EXTENT THEY HAD PARTICIPATED IN FORMAL INTERVIEWS WITH THEIR SUPERVISORS INDICATE THE VALUE OF HIGH PARTICIPATION ON THE PART OF THE APPRAISEES AS AGAINST LOW PARTICIPATION.
THE RESULTS SHOW THE VALUE OF HAVING APPRAISSEES PARTICIPATE IN THEIR PERFORMANCE APPRAISAL INTERVIEWS. THIS FINDING INDICATES THAT APPRAISERS SHOULD ENCOURAGE EMPLOYEES TO EXPRESS THEMSELVES DURING THE APPRAISAL INTERVIEW. APPRAISING CAN ENCOURAGE EMPLOYEES TO PARTICIPATE BY USING SUCH NONDIRECTIVE TECHNIQUES AS REFLECTED FEELING AND ELICITING IDEAS FROM APPRAISEES THRU EXPLORATORY QUESTIONS.

CC43 NEWPORT, MG
A LOOK AT MIDDLE MANAGEMENT DEVELOPMENT.'
PERSONNEL JOURNAL JANUARY, 1965
SUPERVISORS-TRAINING

EVER WITH US AND WITH INCREASING URGENCY, IS THE PRO-' BLEM OF PROGRAMS FOR THE DEVELOPMENT OF MATERIAL FOR MIDDLE MANAGEMENT POSITIONS. COMPETENT EXECUTIVES ARE STILL IN SHORT SUPPLY.

MANY FIRMS INCLUDED IN THE STUDY HAD PROGRAMS WHICH CONTAINED SOME PROVISIONS FOR THE DEVELOPMENT OF INDIVIDUALS IN THE MIDDLE MANAGEMENT AREA. THESE WERE DESIGNED TO EXTEND THEIR THINKING BEYOND THE CONFINES OF ONE FUNCTIONAL AREA BY DEVELOPING MANAGERIAL KNOWLEDGE AND SKILLS. SOME OVER-' LAPPING WAS FOUND TO EXIST BETWEEN TYPES OF OUTSIDE MANAGE-' MENT DEVELOPMENT PROGRAMS. THE OBJECTIVE OF DEVELOPMENT ACTIVITIES IS TO PROVIDE ALL MIDDLE MANAGERS WITH A BREADTH OF MANAGERIAL VISION AND KNOWLEDGE, ENABLING THEM TO PERFORM PRESENT DUTIES MORE EFFECTIVELY, WHILE PROVIDING A POOL OF PROMOTABLE TALENT FOR THE FUTURE.

CC44 SCHWARTZ, M
THE RECIPROCITIES MULTIPLIER--AN EMPIRICAL EVALUATION.'
ADMINISTRATIVE SCIENCE QUARTERLY DECEMBER, 1964
EVALUATION, RULE-ENFORCEMENT, SUPERVISION

THE PRESENT RESEARCH TESTS THE CONCEPT OF STYLE OF RULE ENFORCEMENT AS A FUNCTION OF THE RECIPROCITIES MULTIPLIER ADVANCED BY ALVIN W GOULDNER. THE ANALOGY IS DRAWN BETWEEN THE RECIPROCITIES MULTIPLIER AND PARTIAL REINFORCEMENT. THE LACK OF ENFORCEMENT OF BUREAUCRATIC RULES IS CONSIDERED TO BE A REWARD FACTOR FOR CONFORMING BEHAVIOR BY SUBORDINATES AND SHOULD ACT TO ELICIT RECIPROCITY FROM SUBORDINATES. FOUR EXPERIMENTAL CONDITIONS WERE ESTABLISHED IN A LABORATORY EXPERIMENT--CONSTANT RULE ENFORCEMENT, PARTIAL ENFORCEMENT, NO ENFORCEMENT, AND LAISSEZ-FAIRE. GROUP EFFECTIVENESS WAS FOUND TO BE HIGHEST UNDER CONSTANT AND PARTIAL ENFORCEMENT. THIS IS INTERPRETED AS A GREATER PROPENSITY TO RECIPROCATE SUPERIOR ACTIONS UNDER PARTIAL ENFORCEMENT AND, IN GENERAL, SEEMS TO SUPPORT GOULDNERS HYPOTHESIS.

CC45 DUKES, CW
EFFECTIVE MEASUREMENT OF A PROFESSIONAL RECRUITING EFFORT
PERSONNEL JOURNAL JANUARY, 1965
EVALUATION

A FEW YEARS AGO IT WOULD HAVE BEEN PHYSICALLY IMPOS-' SIBLE TO GATHER, RECORD AND ANALYZE THE MASS OF DATA WHICH TODAY SEEMS NECESSARY IF MANAGEMENT IS TO PROCURE THE BEST IN ENGINEERING, SCIENTIFIC AND ADMINISTRATIVE PERSONNEL. THE DATA PROCESSING SYSTEM DESCRIBED HERE FOR THE RECRUITING OF

PROFESSIONAL PERSONNEL HANDLES A TREMENDOUS VOLUME OF IN-'
FORMATION AT A GREAT SAVING.

INFORMATION ON APPLICANTS CARD INCLUDES DEGREE, SOURCE OF REFERRAL, INTERVIEWER, ACCEPTANCE OR REFUSAL OF OFFER, SALARY AND DEPARTMENT HIRING. THIS ALSO ALLOWS A SUMMARY OF THE EFFECTIVENESS OF THE INTERVIEWERS AND OF ADVERTISEMENTS.

C0046 BONJEAN, CM CLSON, OM
COMMUNITY LEADERSHIP--DIRECTIONS OF RESEARCH.'
ADMINISTRATIVE SCIENCE QUARTERLY DECEMBER, 1964
DECISION-MAKING

THE STUDY OF COMMUNITY POWER LEADERSHIP DECISION MAKING HAS BEEN RELATIVELY INTENSE DURING THE PAST DECADE. INVEST-' IGATIONS, USUALLY CONDUCTED BY POLITICAL SCIENTISTS OR SOCIOLOGISTS, VARY IN METHOD AND CONTENT AND APPEAR AT FIRST IMPRESSION TO LACK CONTINUITY, COMPARABILITY, AND DIRECTION. THIS REVIEW OF THE LITERATURE SEEKS TO NOTE EMERGING TRENDS WITH REGARD TO METHOD, IDENTIFICATION OF SALIENT LEADERSHIP STRUCTURES AND OTHER PHENOMENA. OF HEURISTIC VALUE IS A DESCRIPTION AND CRITICISM OF EACH OF THE MAIN METHODS -- POSITIONAL, REPUTATIONAL, AND DECISIONAL-- A CONSTRUCTIVE TYPOLOGY SUMMARIZING THOSE FEATURES OF LEADERSHIP STRUCTURES WHICH HAVE ATTRACTED THE MOST ATTENTION IN PREVIOUS RESEARCH AND A DESCRIPTION OF THE TYPES OF PHENOMENA OF CONCERN IN COMPARATIVE ANALYSIS.

0047 COPELAND, BR
ANALYZING BURDEN VARIANCE FOR PROFIT PLANNING AND CONTROL.'
MANAGEMENT SERVICES JAN. - FEB., 1965
BUDGET-PLANNING, EFFICIENCY

LOGICALLY, THERE SHOULD BE ONE BEST ANALYSIS OF BURDEN VARIANCE FOR ANY GIVEN SET OF FACTS. YET COST ACCOUNTING TEXTS OFFER A VARIETY OF METHODS OF ANALYSIS. THIS AUTHOR ANALYZES EACH OF THESE METHODS AND ATTEMPTS, THROUGH A STUDY OF THEIR WEAKNESSES, TO DEVELOP A MORE VALID TECHNIQUE. HE ARRIVES AT A FOUR-PART ANALYSIS COVERING BUDGET, VOLUME, EFFICIENCY, AND VOLUME--EFFICIENCY VARIANCE, WITH ALLOWANCE FOR CALENDAR VARIATIONS.

0048 NEWMAN, MS
THE ESSENCE OF BUDGETARY CONTROL.'
MANAGEMENT SERVICES JAN. - FEB., 1965

THE MERE EXISTENCE OF A BUDGET DOES NOT GUARANTEE ANY BETTER INTERNAL CONTROL THAN A COMPANY WOULD HAVE WITHOUT IT. ESSENTIALLY, BUDGETARY CONTROL IS A SYSTEM FOR APPRAISING THE BUSINESS AND ITS PROBLEMS AT REGULAR, PREDETERMINED INTERVALS. THE AUTHOR CITES TWO TESTS FOR A GOOD BUDGET, SENSITIVITY AND REACTION TIME, AND TWO ESSENTIALS FOR ATTAINING IT, MANAGEMENT SUPPORT AND AN ADEQUATE INFORMATION STRUCTURE.

C0049 MORGAN, JI
DECISION TABLES.'
MANAGEMENT SERVICES JAN. - FEB., 1965
DECISION-MAKING

THE DECISION TABLE, A CONCISE METHOD OF DISPLAYING RULES FOR OR RESULTS OF ALTERNATIVE ACTIONS, IS BEING WIDELY USED IN PROGRAMING COMPUTER CONTROL SYSTEMS. ITS APPLICATIONS, HOWEVER, ARE BY NO MEANS LIMITED TO ELECTRONIC DATA PROCESSING. AS THIS ARTICLE POINTS OUT, THE DECISION TABLE OFFERS A SIMPLE, PRECISE WAY OF EXPRESSING ALMOST ANY SYSTEM OR PROCEDURE FOR USE OF ANALYSISTS, PROGRAMERS, AND OPERATING PERSONNEL.

C0050 JOYCE, CC
EDP EVOLUTION AND REVOLUT.ON .'
PRICE WATERHOUSE REVIEW WINTER, 1964
COMPUTERIZATION

WE MIGHT VIEW THIS PAST EVOLUTION IN EDP AND THE DEV-' ELOPMENTS FORSEEN IN THE FUTURE AS A CONTINUING PROGRAM TO OVERCOME THE TWO MAJOR PROBLEMS ASSOCIATED WITH COMPUTERS, NAMELY PROGRAMMING AND SCHEDULING. IN ACCOMPLISHING THIS, ADVANTAGE HAS BEEN TAKEN OF THE COMPUTERS INTERNAL PROCESSING POWERS BY PROGRAMMING THE COMPUTER TO ASSIST IN PERFORMING MANY OF ITS OWN SCHEDULING AND CONTROLLING FUNCTIONS. THIS EXTENSION OF COMPUTER PROCESSING CAPABILITIES THROUGH SOFTWARE DEVELOPMENTS MAKES IT POSSIBLE TO TAKE ADVANTAGE OF MORE POWERFUL HARDWARE FEATURES WHICH IN TURN MAKE POSSIBLE STILL FURTHER ADVANCES IN SOFTWARE. THESE DEVELOPMENTS TOGETHER MADE POSSIBLE WHAT HAS BEEN CALLED THE EDP REVOLUTION.

C0051 TOAN JR., AB
MANAGEMENT SCIENCE--ITS IMPACT ON MANAGEMENT THINKING.'
PRICE WATERHOUSE REVIEW WINTER, 1964
DECISION-MAKING, STAFF-ADVICE

MANAGEMENT SCIENCE AND ITS PRACTITIONERS HAVE GIVEN EVERY INDICATION THAT THEY HAVE SOMETHING VALUABLE TO OFFER TO THE PRACTICE OF TOP MANAGEMENT. WE HAVE SEEN HOW THEY CAN INFLUENCE HOW MANAGEMENT THINKS ABOUT ITS PROBLEMS, HOW MANAGEMENT OBTAINS AND USES STAFF ADVICE ON SPECIFIC ISSUES WITH WHICH IT MUST DEAL, EVEN HOW IT CAN CONTROL OR INFLUE-' ENCE THE WAY IN WHICH MANAGEMENT DELEGATES PORTIONS OF ITS DECISION MAKING ROLE.

IT IS EVIDENT THAT AS EXPERIENCE WITH THE IDEAS, METH-' ODOLOGY AND TECHNIQUES OF THE MANAGEMENT SCIENCES INCREASES, MANAGEMENT SCIENCE WILL CLAIM A BIGGER, FULLER ROLE IN THE PRACTICE OF MANAGEMENT. IT SEEMS EQUALLY EVIDENT THAT IT WILL BE ACCORDED THAT ROLE AS THEIR ACCOMPLISHMENTS ARE MORE THEM TO USE.

C0052 HENDERSON, BD
STRATEGY PLANNING.'
BUSINESS HORIZONS WINTER, 1964
PERFORMANCE, ACHIEVEMENT

TOO MANY COMPANIES LABOR TO MAKE SMALL DIFFERENCES IN PERFORMANCE PRODUCE SMALL DIFFERENCES IN PROFITABILITY. CORPORATE FORTUNES REALLY DEPEND UPON A FEW BASIC DECISIONS, STRATEGY DECISIONS THAT MUST BE METHODICAL, ANALYTICAL, AND DELIBERATE. THE AUTHOR HAS SEVERAL SUGGESTIONS FOR THE ART OF STRATEGY FORMULATION. HE DISCUSSES THE CHANGING USINESS ENVIRONMENT AND HOW THIS ENVIRONMENT NECESSITATES STRATEGY PLANNING. AFTER DEFINING STRATEGY AS OUR GOALS IN TERMS OF CORPORATE CHARACTER AND DIRECTION IN THE PERIOD FIVE TO TEN YEARS AHEAD AND THE METHODS USED IN ACHIEVEING THESE GOALS, THE AUTHOR GIVES A LIST OF THE MAJOR OBJECTIVES OF STRATEGY FORMULATION. THIS LIST INCLUDES APPRAISING CORPORATE RE-' GOALS, AND CONSTRUCTING, TRANSLATING, AND GAINING ACCEPT-' ANCE OF THE GOALS AND STRATEGY. A CONSENSUS AMONG TOP MAN-' AGEMENT AS TO WHAT TO DO AND HOW TO DO IT IS ALSO NECESSARY.

C0053 WILLIAMS, EGI
A SYSTEMS APPROACH TO MANPOWER MANAGEMENT.'
BUSINESS HORIZONS WINTER, 1964
SELECTION, RECRUITMENT, TRAINING

THE CONVENTIONAL SPECIALIZATION OF PERSONNEL EXECUTIVES IS NO LONGER APPROPRIATE. A BETTER APPROACH IS ONE THAT VIEWS MANPOWER MANAGEMENT AS A TOTAL SYSTEM INTERACTING WITH OTHER SYSTEMS OF WORK. A TOTAL MANPOWER SYSTEM HAS AT LEAST FIVE SEPARATE SUBSYSTEMS--EMPLOYMENT, DEVELOPMENT, UNILI-' ZATION, COMPENSATION, AND MAINTENANCE, ALL OF WHICH ARE INTERRELATED AND INTEGRATED.

C0054 GABER, NH CHEANEY, ES
TAKING SOME GUESSWORK OUT OF R + D INVESTMENTS.'
BUSINESS HORIZONS WINTER, 1964
EVALUATE, RESEARCH, PLANNING

ANY DECISION TO INVEST IN RESEARCH AND DEVELOPMENT SHOULD CONSIDER ITS RELATIONSHIP TO CORPORATE STRATEGY. INTUITION ALONE IS INSUFFICIENT FOR PLANNING SUCH A PROGRAM. THIS ARTICLE TELLS HOW TO USE TOOLS TO EVALUATE AND AD-' MINISTER A TECHNICAL INVESTMENT PROPOSITION. THE PROCESSES THAT ESTABLISH OBJECTIVES, GENERATE PROPOSALS, YIELD DE-' TAILED PLANS AND ESTIMATES, AND APPRAISE RISKS.

THE ARTICLE SHOWS HOW TO INTEGRATE THESE TOOLS INTO A MEANINGFUL ANALYSIS FRAMEWORK AND ILLUSTRATES THIS TECHNIQUE WITH A PRACTICAL EXAMPLE. A SERIES OF CHARTS AND TABLES ARE USED IN THIS EXAMPLE.

C0055 SCOTT, WE
THE ACTUARIAL-CLINICAL CONTROVERSY IN MANAGERIAL SELECTION.'
BUSINESS HORIZONS WINTER, 1964
SELECTION PERFORMANCE RECRUITMENT

THE SELECTION OF MANAGERIAL TALENT IS A PROBLEM OF CONSIDERABLE CONCERN. LITTLE IS KNOWN HOWEVER, ABOUT PER-' FORMANCE AND ITS BEHAVIORAL CORRELATES. IT HAS BEEN SUG-' GESTED THAT MANAGEMENT USE THE CLINICAL APPROACHEEACTUARIAL METHODS, EVEN IF POSSIBLE TO DEVELOP, WOULD NEVER BE AS EF-' FECTIVE. EVIDENCE, HOWEVER, INDICATES PROGRESS IN THE DEVELOPMENT OF ACTUARIAL METHODS.

THE AUTHOR DISCUSSES THE ACTUARIAL-CLINICAL DEBATE AND THE METHODS INVOLVED IN THE TWO APPROACHES. HE THEN GIVES THE ARGUMENT FOR THE CLINICAL APPROACH, CITING EVIDENCE FOR JUDGING THIS METHOD. THE ACTUARIAL PROGRESS IS GIVEN AND ALTHOUGH THE ACTUARIAL PREDICTION METHODS WILL NOT BE DEVELOPED OVERNIGHT, FIRMS SHOULD BEGIN NOW TO THINK IN TERMS OF THIS PROCESS AND BEGIN TO INVESTIGATE AND STUDY SELECTION METHODS AND TO TRY TO GAIN A BETTER UNDERSTANDING OF MANAGERIAL PERFORMANCE.

C0056 SMITH, VE
WHAT S IN THE MACHINE FOR SUPPER.'
BUSINESS TOPICS WINTER, 1964
POVERTY, FOOD

THE AUTHOR DISCUSSES THE POSSIBILITIES OF USING COMPUTER ANALYSIS OF HUMAN DIETS IN ANSWER TO PROBLEMS OF LARGE-SCALE FOOD ADMINISTRATION. ALTHOUGH PERSONAL DIFFER-' ENCES IN TASTE CAN NOT PRESENTLY BE PROVIDED FOR PRECISELY, THE COMPUTER CAN SHOW US POSSIBILITIES FOR ECONOMIZING EVEN WHEN PALATABILITY CONSIDERATIONS ARE VERY IMPORTANT. LEAST-COST DIETS CAN BE OBTAINED FROM WHICH THE DIETITION, NUTRITIONIST, SOCIAL WORKERS, AND ECONOMISTS CAN ADVISE AND AID THOSE WHO COME TO THEM WITH PROBLEMS OF NUTRITION, POVERTY, FOOD COSTS, OR SIMILAR MATTERS.

COSTS, EFFICIENCY, AND APPLICATION OF THE PLAN ARE DISCUSSED ALONG WITH SOME RATHER INTERESTING MENUS.

C0057 COLLINS, OF MOORE, DG UNWALLA, D
THE ENTERPRISING MAN AND THE BUSINESS EXECUTIVE.'
BUSINESS TOPICS WINTER, 1964
SELECTION, RECRUITMENT

SOME MEN STRIKE OUT ON THEIR OWN, OTHERS JOIN THE HIERARCHY OF ESTABLISHED ORGANIZATIONS. THIS STUDY REVEALS CERTAIN ESSENTIAL DIFFERENCES BETWEEN THEM. AFTER GIVING THE SAMPLE AND METHODS USED IN THE STUDY, A STATISTICAL PROFILE CITES SOME OF THE DIFFERENCES BETWEEN THESE TYPES OF MEN. NUMEROUS TABLES ARE USED TO PRESENT THIS INFORMATION. COMPARISONS OF ACTION PATTERNS ARE MADE TO EXPLAIN OTHER SIGNIFICANT DIFFERENCES.

THE AUTHOR CONCLUDES THAT THE ESSENTIAL DIFFERENCE BE-' TWEEN THE ENTREPRENEUR AND THE BUSINESS HIERARCH LIES IN THE AREA OF THEIR MODE OF APPROACH TO THE WORLD AROUND THEM. THE UNIQUE FACTOR ABOUT THE ENTREPRENEURS IS THAT THEY FOUND AN OUTLET FOR THEIR CREATIVITY BY MAKING OUT OF AN UNDIFFER-' ENTIATED MASS OF CIRCUMSTANCE A CREATION UNIQUELY THEIR OWN, A BUSINESS FIRM.

C0058 BLUMENTHAL, SC
BREAKING THE CHAIN OF COMMAND.'
BUSINESS AUTOMATION DECEMBER, 1964
COMPUTERIZATION

THIS ARTICLE DESCRIBES THE TREND OF THE CHANGING AND EXPANDING ROLE OF COMPUTERS IN LARGE COMMERCIAL ENTERPRISES. A PERCEPTABLE CHANGE IN ORGANIZATIONAL STRUCTURE IS AC-' COMPANYING THE EVOLUTION FROM TRADITIONAL COMPUTER APPLICATIONS INTO MORE ADVANCED BUSINESS SYSTEMS.

IN THE PAST COMPUTERS PERFORMED MUNDANE FUNCTIONS SUCH AS PAYROLL, INVENTORY RECORDING, AND ACCOUNTS PAYABLE AND RECEIVABLE, BUT NOW THERE IS AN INCREASING USE OF COMPUTER SYSTEMS IN COMMUNICATIONS, MANUFACTURING CONTROL, SCHEDULING AND RETAILING. THESE NEW USES HAVE IMPLICATIONS TO CORPOR-' ATIONS AS THEY GROW IN SIZE, PRODUCT LINES, EMPLOYEES AND CAPITAL INVESTMENT. SIGNIFICANT AMONG THE IMPLICATIONS ARE THE INADEQUACIES OF ACCUSTOMED MANAGEMENT METHODS, THE DE-'

CLINE OF THE ROLE OF MIDDLE MANAGEMENT, AND THE NEED FOR MEN WITH KNOWLEDGE AND UNDERSTANDING OF COMPUTERS SYSTEMS TO NEW EXECUTIVE POSITIONS.

0059 HAGSTROM, WO
TRADITIONAL AND MODERN FORMS OF SCIENTIFIC TEAMWORK.'
ADMINISTRATIVE SCIENCE QUARTERLY DECEMBER, 1964
SUB-PROFESSIONALS

TRADITIONAL FORMS OF SCIENTIFIC TEAMWORK CONSIST OF FREELY COLLABORATING PROFESSIONAL PEERS AND OF TEACHERS AND THEIR STUDENTS. ECONOMIC AND TECHNOLOGICAL CHANGES IN RE-' SEARCH HAVE STIMULATED THE DEVELOPMENT OF NEW FORMS OF TEAMWORK INVOLVING GREATER DEPENDENCE OF SCIENTISTS ON EXTERNAL AUTHORITIES, GREATER CENTRALIZATION OF AUTHORITY IN RESEARCH ORGANIZATIONS, AND A COMPLEX DIVISION OF LABOR INVOLVING PROFESSIONAL TECHNICIANS AND PROFESSIONALS FROM VARIOUS DISCIPLINES. THE DISTINCTIVE PROBLEM OF MODERN FORMS OF TEAMWORK CONCERNS THE SELECTION OF RESEARCH GOALS. A ALTHOUGH MODERN FORMS OF TEAMWORK HAVE TENDED TO DISPLACE TRADITIONAL FORMS IN SOME FIELDS, IT SEEMS UNLIKELY THAT TRADITIONAL FORMS WILL BE ABANDONED FOR MOST BASIC SCIENTI-' FIC RESEARCH.

0060 SILBERMAN, CE
THE REAL NEWS ABOUT AUTOMATION.'
FORTUNE JANUARY, 1965
INNOVATION, INFORMATION

THIS FIRST ARTICLE IN A MAJOR FORTUNE SERIES EXPLORES THE ACTUAL EFFECTS OF AUTOMATION, LOOKING CLOSELY AT A NUMBER OF DIRE REPORTS ABOUT AUTOMATIONS DISPLACEMENT OF LABOR AND FINDS THEM BASED MORE ON MYTH THAN ON FACT. THE QUESTION IS NOT WHETHER INNOVATION CAUSES DISPLACEMENT OF LABOR, IT ALWAYS HAS. THE REAL QUESTION IS WHETHER TECH-' NOLOGICAL DISPLACEMENT IS OCCURING AT A SUBSTANTIALLY FASTER RATE THAN IN THE PAST--AT A RATE SO FAST, IN FACT, AS TO THREATEN A CRISIS OF MASS UNEMPLOYMENT. THE ANSWER, WHICH IS ELABORATED GREATLY IN THIS ARTICLE, IS NO.

GRAPHS ARE USED TO PRESENT INFORMATION IN THIS ELABORATION.

0061 BOWEN, W
CHICAGO -- THEY DIDNT HAVE TO BURN IT DOWN AFTER ALL.'
FORTUNE JANUARY, 1965
URBAN-RENEWAL

THIS IS THE STORY OF THE REBIRTH OF CHICAGO. CHICAGOS URBAN RENEWAL, BEGUN TWO YEARS BEFORE THE FEDERAL PROGRAM, HAS REHOUSED A LARGE PORTION OF THE CITY SLUM DWELLERS. BUSINESSMEN ARE REBUILDING THE CERTER OF THE CITY WITH A HIGH LEVEL OF ARCHITECTURAL TASTE. THE RAILROADS ARE PRO-' VIDING SUPERIOR CUNMUTER SERVICE. AND THE CITY ADMINISTRA-' TION IS GIVING FIRE AND POLICE PROTECTION, SANITARY SERVICES LIGHTING, PUBLIC TRANSPORTATICN, PARKING, AND TRAFFIC CON-' TROL THAT ARE WORTHY OF EMULATION BY OTHER BIG CITIES.

CHICAGO HAS ALSO BEEN LUCKY IN LEADERSHIP FOR MACHINE POLITICIAN, RICHARD DALEY HAS TURNED OUT TO BE A SURPRIS-' INGLY GOOD MAYOR. AN ARCHITECTURAL LEADER, CHICAGOS FINE NEW BUILDINGS WILL HELP IT KEEP THIS POSITION. A PORTFOLIO OF DRAWINGS SHOWS EXAMPLES OF THE ARCHITECTURE.

0062 KAY, H
HARNESSING THE R. AND D. MONSTER.'
FORTUNE JANUARY, 1965
R-+-D

TOP MEN IN THE MAJOR RESEARCH AND DEVELOPMENT COMPANIES ARE COMPLAINING THAT MUCH OF THE MONEY SPENT ON RESEARCH AND DEVELOPMENT IS BEING WASTED. THE AUTHOR DISCUSSES THIS PROBLEM AND FINDS THAT A KEY PROBLEM IS FINDING EFFECTIVE MANAGERS. THE RESEARCH DIRECTOR SHOULD HIMSELF BE A CAPABLE SCIENTIST, BUT HE MUST ALSO BE A GOOD BUSINESS EXECUTIVE, TOUGH MINDED ENOUGH TO CURTAIL RESEARCH THAT WON T PAY OFF. HE MUST ALSO COORDINATE THE WORK OF A LOT OF TEMPERMENTAL INDIVIDUALS. IBM S RESEARCH DIRECTOR HAS SAID THAT IT IS LIKE CONDUCTING AN ORCHESTRA FULL OF COMPOSERS. IF THE RE-' SEARCH IS TO PAY OFF, IT HAS TO BE COORDINATED WITH OTHER COMPANY ACTIVITIES, NOTABLY MARKETING. FAILURE TO CONSULT THE SALES STAFF CAN RESULT IN DISASTROUS RESULTS AS IT DID FOR MONSANTO.

0063 BAGBY, WS
ORGANIZATION AND THE TRAINING OF THE CONTROLLERS STAFF.'
FINANCIAL EXECUTIVE FEBRUARY, 1965
TRAINING, STAFF-DEVELOPMENT

A CORPORATIONS CONTRIBUTIONS ARE WASTED UNLESS THE CONTROLLER ADOPTS A STRONG RESPONSIBILITY TO PLAN AND DIRECT HIS OWN DEVELOPMENT PROGRAM. THE AUTHOR MAKES USE OF A SPECIMAN CONTROLLERS DEPARTMENT TO ILLUSTRATE HIS PROGRAM FOR THE TRAINING AND DEVELOPMENT OF THE STAFF. TWO CHARTS ARE PRESENTED IN THIS ILLUSTRATION TO SHOW THE STRUCTURE OF THE CONTROLLERS DEPARTMENT AND THE LEVELS IN DEVELOPING THE STAFF.

0064 WEINER, JB
WHAT S AHEAD IN MANAGEMENT.'
DUNS REVIEW AND MODERN INDUSTRY JANUARY, 1965
TRAINING SELECTION

THIS ARTICLE PREVIEWS COMING CHANGES IN EMPHASIS AND MARKETS THAT INDUSTRY CAN EXPECT IN THE NEXT FEW YEARS. MORE SPECIFICALLY THE AREAS MENTIONED TO WATCH CLOSELY ARE--THE COMPUTER, THE ROLE OF BUSINESS ABROAD, THE NEED FOR PEOPLE ON ALL LEVELS, THE DANGER OF OVER-PRODUCTION AND THE PLACE OF THE CORPORATION ITSELF.

MANAGEMENT FOR YEARS HAS CLAIMED IT NEEDED MORE PEOPLE WITH LIBERAL ARTS TRAINING, BUT HAS HIRED SPECIALISTS. NOW SPECIALIZATION IS REACHING A POINT WHERE A REACTION IS SETTING IN. A SHORTAGE OF TOP EXECUTIVES MAY OCCUR IN THE NEXT DECADE AS MANAGEMENT MEN OF THE FUTURE MUST MAINTAIN CLOSER CONTINUAL CONTACT WITH THE NONBUSINESS THOUGHT STREAM OF THE DAY THE GREATEST DANGER OF ALL IN THE FUTURE IS THAT MANY A FUTURE CORPORATION IS LIKELY TO FIND ITSELF CONFUSED BY THE INDISCERNIBLE CHANGES IN THE DESIRES OF THE MARKET-' PLACE. IT WILL BE DIFFICULT TO MAINTAIN GROWTH WITHOUT BECOMING OVER-EXTENDED.

0065 JOHNSON, HJ
PERFORMANCE AND THE TIRED BUSINESSMAN.'
DUNS REVIEW AND MODERN INDUSTRY JANUARY, 1965
PERFORMANCE FATIGUE

A TOP AUTHORITY LOOKS AT SOME OF THE CAUSES AND EFFECTS OF FATIGUE AND RELATES HIS FINDINGS TO THE BUSINESS MAN. SOME OF THE CHIEF FACTORS THAT COULD ACCOUNT FOR FATIGUE ARE ENVIRONMENTAL CONDITIONS, INADEQUATE SLEEP, POOR FOOD HABITS EMCTIONAL DISTURBANCE AND PHYSICAL ILLNESS.

EXECUTIVES WHO ARE BORED WITH THEIR WORK ARE LIKELY TO SUFFER FROM CHRONIC FATIGUE. READJUSTMENTS, FEAR OF FAILURE, AND UNSETTLED BUSINESS PROBLEMS ARE APT TO PLAGUE THE EXECUTIVE ALSO.

SOME SUGGESTIONS FOR SCLVING THE PROBLEM ARE GIVEN-- TAKING A BREATHER, EXERCISE, LOOKING ENERGETIC, USING YOUR SENSE OF HUMOR AND CHANGING YOUR DAILY ROUTINE. STIMULANTS SUCH AS COFFEE, CANDY, LIQUCR, CIGARETTES AND PEP PILLS OFFER TRANSITORY OR EVEN ILLUSORY EFFECTS.

0066 MURRAY, TJ
THE MUDDLE IN MARKETING RESEARCH.'
DUNS REVIEW AND MODERN INDUSTRY JANUARY, 1965
METHODOLOGY

AS MANY COMPANIES HAVE DISCOVERED TO THEIR COST, THE METHODS OF SOME MARKETING RESEARCHERS LEAVE MUCH TO BE DESIRED. RESPONSIBILITY FOR SHORTCOMINGS IN MARKETING RESEARCH IS SPREAD ACROSS THE FIELD FROM LARGE ESTABLISHED COMPANIES TO ONE OR TWO MAN OPERATIONS. HOWEVER, MUCH OF THE BLAME CAN BE LAID SQUARELY AT THE DOOR OF THEIR CLIENTS. MOST CORPORATIONS ARE NOT PREPARED TO PAY ADEQUATELY FOR RESEARCH. THEREFORE, IN MOST CASES THE BUYER GETS EXACTLY WHAT HE DESERVES.

MANAGEMENT SHARES THE BLAME BY ESTABLISHING RIGIDLY SHORT DEADLINES ON LARGE PROJECTS, BY FAILING TO TAKE AN OBJECTIVE STAND ON THE FINDINGS DERIVED FROM RESEARCH AND FOR LEAPING TO CONCLUSIONS ON INSUFFICIENT RESEARCH. VARIOUS SUGGESTIONS ARE OFFERED TO SAFEGUARD A COMPANY AGAINST INADEQUATE RESEARCHERS.

0067 FOX, HJ
THE ANNUAL REPORT--AN OBJECTIVE APPRAISAL.'
FINANCIAL EXECUTIVE, 33..38-47, JANUARY, 1965

ALTHOUGH ANNUAL REPORTS HAVE BECOME INCREASINGLY MORE ATTRACTIVE OVER THE LAST SEVERAL YEARS, THE AUTHOR WONDERS IF THEY HAVE BECOME MORE EFFECTIVE.

THE PURPOSE OF AN ANNUAL REPORT IS TO GIVE MANAGEMENT AN OPPORTUNITY TO FURNISH THE OWNERS OF THE BUSINESS A COMPREHENSIVE RECORD OF WHAT IT IS DOING ON THEIR BEHALF. TO ACHIEVE THIS, YOU MUST FIRST DECIDE WHAT YOU WANT TO TELL YOUR READERS. A SUITABLE OBJECTIVE OR THEME MUST THEN BE DETERMINED WHICH WILL BE ELABORATED IN THE REPORT.

A NUMBER OF CHARTS AND ANALYSIS SHEETS ARE INCLUDED IN THE ARTICLE TO AID IN THE EVALUATION OF ANNUAL REPORTS.

THE AUTHOR CONCLUDES THAT UNLESS WE TAKE THE LEADERSHIP IN RAISING THE STANDARDS OF ANNUAL REPORTING, THE REGULATORY AGENCIES WILL TAKE THAT LEADERSHIP.

0068 WHISLER, TL
THE MANAGER AND THE COMPUTER.'
JOURNAL OF ACCOUNTANCY, 119.. 27-32.. JANUARY, 1965
OPERATIONS-RESEARCH, ROLE-PROFESSIONAL

THE ADVENT OF THE COMPUTER HAS THREATENED THE BUSINESS EXECUTIVE WITH OBSOLESCENCE. THE AUTHOR SUGGESTS THAT, IN THE ABSENCE OF FARSIGNTED PLANNING, THE PROFESSIONAL AC-' COUNTANT IS SIMILARILY THREATENED.

ELECTRONIC COMPUTERS, OPERATIONS RESEARCH AND ORGANI-' ZATIONAL THEORY HAVE ALL RESULTED IN NEW TECHNOLOGIES AND NEW WAYS OF DOING THINGS IN MANAGEMENT. PREDICTIONS FOR THE FUTURE POINT TO EVEN MORE CHANGES, DISPLACEMENTS, AND POSSIBLY REPLACEMENTS. THE POST-IMPACT OF THESE CHANGES HAS BEEN REORGANIZE OR RESIST, THERE IS NO ROOM IN THE MIDDLE--' OF-THE-ROAD. BESIDES THE TECHNOLOGICAL CHANGES, SOCIAL FAC-' TORS ARE ALSO AT WORK SHAPING THE EXECUTIVE ROLE. THE BELIEF IN THE IMPORTANCE OF EDUCATION, THE MOBILITY AND RESTLESS-' NESS OF OUR CITIZENS, AND THE BELIEF IN THE VALUE OF RE-' SEARCH AND SCIENCE ARE THE ACTIVE SOCIAL FACTORS.

WE MUST CONSTANTLY BE AWARE OF CHANGE, AND UPDATE OUR KNOWLEDGE TO AVOID OBSOLESCENCE IN THE FUTURE.

0069 SHORTELL, AV
ON-LINE PROGRAMMING.'
DATAMATION11.. 29-30, JANUARY, 1965
PROGRAMMERS, COMPUTER-PROGRAMMING

A VENERABLE COMPUTER, WHIRLWIND I, TEAMS UP WITH NEW EQUIPMENT AND NEWER TECHNIQUES TO PROVIDE A REMEDY FOR AN OLD HEADACHE, PROGRAMMING. THE AUTHOR DISCUSSES THE EQUIP-' MENT CONFIGURATION AND PROGRAMMING PROCEDURE OF THIS COMPUTER. HE ALSO CITES SOME OF THE FEATURES WHICH MIGHT BE INCLUDED IN FUTURE IMPROVEMENTS. THESE FEATURES MAY WELL BE SELECTION OF INSTRUCTION REPER
COMMERCIALLY AVAILABLE COMPUTERS, INCORPORATION OF MACRO INSTRUCTIONS FOR THE SELECTED COMPUTERS, OR IMPLEMENTATION OF PROBLEM-ORIENTED LANGUAGES SUCH AS FORTRAN, JOVIAL, AND COBOL. THUS, THE ON-LINE, REAL-TIME PROGRAMMING SYSTEM LOOKS AS IF IT WILL CONTINUE TO YEILD IMPROVEMENTS IN PROGRAMMER PRODUCTIVITY.

0070 MCFARLAND, RL
ELECTRONIC POWER GRAB.'
BUSINESS AUTOMATION FEBRUARY, 1965
DATA-PROCESSING, COMPUTERIZATION

CONTROL OF THE DATA PROCESSING ACTIVITIES CAN MEAN CONTROL OF THE FIRM AND THAT A COMPANY COULD BE STOLEN WITHOUT TOP MANAGEMENT KNOWING ABOUT IT. SUCH A STEAL COULD BE ACHIEVED THROUGH CLEVER USE OF THE COMPANYS CENTRALIZED COMPUTER. THE INPUT INFORMATION NEEDED FOR EFFECTIVE PRE-' DICTIONS ABOUT THE COMPANYS SHORT TERM FUTURE OPERATIONS COULD BE BURIED AMONG OTHER TRADITIONAL INPUT INFORMATION AND COULD BE EASILY OVERLOOKED BY TOP MANAGEMENT. IT SHOULD BE CLEAR, TOO, THAT MANY MORE OVERT POWER STRUGGLES WILL

OCCUR IN THE YEARS IMMEDIATELY AHEAD, AND THEY WILL CENTER AROUND THE CONTROL AND USE OF COMPUTER FACILITIES.

CC71 SINCLAIR, B
DAPPER DEAL FOR DIESEL DRAWINGS.'
BUSINESS AUTOMATION FEBRUARY, 1965
MICROFILM, INFORMATION-RETRIEVAL
THREE YEARS AGO, AN INVESTIGATION WAS STARTED BY PERKINS LIMITED, NOW PART OF MASSEY-FERGUSON, TO SEE WHAT COULD BE DONE TO INCREASE EFFICIENCY IN PRODUCING COPIES OF DRAWINGS AS THEY WERE REQUIRED AND TO REDUCE THE HIGH COST OF PRINTS. IT WAS ALSO NECESSARY TO TACKLE THE SERIOUS PROBLEM OF DOCUMENT ACCOMODATION AS THE GROWING LIBRARY WAS ALREADY TAKING UP MORE THAN ITS FAIR SHARE OF SPACE.
TO PROFITABLY UTILIZE THEIR LARGE QUANTITIES OF FREQUENTLY REQUIRED DOCUMENTS, THE DESIGN DEPARTMENT HAS DEVELOPED A HIGHLY STREAMLINED MICROFILM STORAGE AND RETRIEVAL SYSTEM.

CC72 FEIN, L
DEAR MR. PRESIDENT.'
DATAMATION, 11.. 39-41, JANUARY, 1965
AUTOMATION COMPUTERIZATION
A COMPUTER SPECIALIST EXAMINES SOME OF THE ASSUMPTIONS UNDERLYING TWO VIEW OF THE EFFECTS OF AUTOMATION, AND SUGGESTS THE NEED FOR MORE INFORMATION BEFORE EITHER IS TRANSLATED INTO ACTION. ONE VIEW IS THAT AUTOMATION IS BUT ANOTHER FORM OF ADVANCING TECHNOLOGY AND WILL, AS IN THE PAST, BRING WITH IT A NET GAIN IN REQUIREMENTS OF HUMAN LABOR TO FULFILL AN EVER INCREASING DEMAND. THE OTHER IS THAT FUTURE DEMANDS WILL BE MET BY EMPLOYING LESS HUMAN LABOR AND AN EVER INCREASING NUMBER OF COMPUTERS AND MACHINES. WE MUST HAVE AN ESTIMATE OF DEMAND FOR THE FUTURE, A STATEMENT OF THE SIZE, COMPOSITION, AND PRODUCTIVITY OF THE LABOR FORCE, AND A PREDICTION BASED ON THESE TWO STATE-' MENTS THAT GIVES THE NUMBER OF PERSONS IN THE LABOR FORCE AND THE FRACTION OF THE FUTURE MACHINE CAPACITY, THAT WILL BE UTILIZED TO MEET THE ESTIMATED FUTURE DEMAND. WITH THIS INFORMATION, WE CAN BEGIN TC TRANSLATE OUR VIEWS INTO ACTION.

CC73 KOCH, RJ
MANAGE TO AVOID A SCAPEGOAT COMPUTER.'
JOURNAL OF DATA MANAGEMENT..3..12-15, JANUARY, 1965
MOTIVATING, COMPUTERIZATION
AN INTEGRATED COMPUTER SYSTEM COULD BE DIVIDED INTO TWO CATAGORIES,,TECHNICAL ASPECTS, AND ADMINISTRATIVE TECHNIQUES AND CONCEPTS. MOST DATA PROCESSING EXECUTIVES ARE FAMILIAR WITH THE TECHNICAL ASPECTS. HOWEVER, EFFECTIVE USE OF THE TECHNICAL ASPECTS IS GREATLY DEPENDENT ON THE ADMINISTRATIVE TECHNIQUES AND CONCEPTS EMPLOYED. WITHOUT THE COMPETENT USE OF THE ADMINISTRATIVE TECHNIQUES, A MEDIOCRE SYSTEM AND A SCAPEGOAT COMPUTER WILL RESULT.
THE AUTHOR DESCRIBES THE RECOMMENDED CONCEPTS AND AP-' PROACHES FOR ATTAINING A SUCCESSFUL COMPUTER INSTALLATION UNDER THE BASIC MANAGING FUNCTIONS OF PLANNING, ORGANIZING, MOTIVATING, AND CONTROLLING.

CC74 WELSH, SJ
MARKETING AND ADVERTISING SETTING OBJECTIVES THAT GET RESULTS
MANAGEMENT REVIEW, VOL 54, NO 1..4-12, JANUARY, 1965
DECISION-MAKING, TEAMWORK, COMMUNICATION
THE NECESSITY OF MARKETING OBJECTIVES IS NO LONGER QUESTIONED, BUT THE DETAIL, PURPOSE, AND ORIGINATION MAY BE. MEANS OBJECTIVES ARE MORE COMPLEX, AND MORE USEFUL THAN THE BROAD, VAGUE RESULTS OBJECTIVES, SINCE THEY DEFINE MORE PRECISELY THE INTENDED GOALS OF THE COMPANY AND HOW TO AT-' TAIN THEM. THE COMBINATION OF MEANS AND RESULTS OBJECTIVES GUIDE MANAGEMENT GENERALLY AND GIVE A CLEAR-CUT FRAMEWORK FOR DETERMINING SPECIFIC ACTIONS.
THE AUTHOR ILLUSTRATES THIS LAST POINT WITH AN EXAMPLE OF COORDINATING COMPANY, MARKETING, AND ADVERTISING OBJECT-' IVES, EMPHASIZING THAT GOALS SHOULD BE COMMUNICATED AND UNDERSTOOD AND PROVIDE A SOLID BASE FOR GOOD PLANNING AND TEAMWORK.
FIVE CRITERIA ARE ESTABLISHED--OBJECTIVES SHOULD BE COMMUNICATED, LONG-TERM YET DYNAMIC, ACCOMPANIED BY PLANS AND PROGRAMS, SPECIFIC AND MEASURABLE, AND TAILOR-MADE.

CC76 DOYLE, LB.
SEVEN WAYS TO INHIBIT CREATIVE RESEARCH.'
DATAMATION II.. 52-60, FEBRUARY, 1965.
SUPERVISION, LEADERSHIP-STYLE
THE AUTHOR DISCUSSES SEVEN FORMS OF PRESSURE APPLIED TO RESEARCHERS IN THE INTEREST OF ENCOURAGING GOOD WORK, BUT WHICH HAVE THE EFFECT OF FENCING IN CREATIVE POS-' SIBILITIES.
REFERRING TO THESE PRESSURES AS FORMS OF IMPERIALISM, MR DOYLE DISCUSSES THE FOLLOWING SEVEN IMPERIALISMS-- METHODOLOGICAL, MATHEMATICAL, PROFRAMMING, HARDWARE, PUBLICATIONS, PLANNING, AND ORGANIZATIONAL.

CC77 SLOMA, RS
QUANTITATIVE BREAK-EVEN ANALYSIS.'
DATA PROCESSING MAGAZINE 8..20-23, JANUARY, 1965.
FORECASTING, CAST, ACCOUNTING, BUDGETING
THE AUTHOR OFFERS A QUANTITATIVE MODEL, ADAPTABLE TO SENSITIVITY ANALYSIS, TO THE MANAGEMENT OF FIRMS WHICH HAVE ACHIEVED THE PRELIMINARY STAGE OF STANDARD COST ACCOUNTING, VARIANCE ANALYSIS AND REPORTING, AND FLEXIBLE BUDGETING. THIS APPROACH CAN BE USED BY LESS ACCOMPLISHED FIRMS TO OBTAIN RATHER BROAD APPROXIMATIONS OF JUDGMENTAL DECISIONS.
BREAK-EVEN ANALYSIS IS DISCUSSED IN TERMS OF SALES FORECASTING, MATERIAL, LABOR, MANUFACTURING OVERHEAD, GROSS MARGIN GENERAL AND ADMINISTRATIVE COSTS, AND THE NET MARGIN.

CC78 MURDICK, RG
THE LONG-RANGE PLANNING MATRIX.'
CALIFORNIA MANAGEMENT REVIEW, 7..35-42, WINTER, 1965.
PART OF THE DIFFICULTY OF CONDUCTING LONG-RANGE PLAN-' NING MAY STEM FROM THE LACK OF A SUITABLE MATRIX TO TIE TOGETHER THE THREE DIMENSIONS OF A CORPORATE PLAN-- FUNCTIONAL PLANNING, PRODUCT PLANNING, AND ELEMENTS-OF--' COST PLANNING. THE AUTHOR DISCUSSES HOW THESE THREE BASIC ELEMENTS MUST BE INTEGRATED FOR HIGH-LEVEL CORPORATE PLAN-' NING.
MANY EXAMPLES ARE GIVEN IN THE ARTICLE OF SUCCESSFUL ATTEMPTS AT LONG-RANGE PLANNING BY SUCH COMPANIES AS GE, ATT + T, AND THOMAS INDUSTRIES. NUMEROUS TABLES ARE ALSO GIVEN TO ILLUSTRATE HOW THE THREE BASIC DIMENSIONS MAY BE INTEGRATED WITH DESIRED RESULTS. A HYPOTHETICAL CASE TAKES US ON A STEP-BY-STEP PLANNING PROCESS WHICH CLOSELY PARALLELS THAT OF AN ACTUAL LARGE ENGINEERING AND RESEARCH ORGANIZATION.

CC79 HALL, J O LEARY, V WILLIAMS, M
THE DECISION-MAKING GRID
CALIFORNIA MANAGEMENT REVIEW 7..43-54, WINTER, 1965.
GUIDELINES TECHNIQUE
THE PARADOX OF DECISION MAKING IS THAT, DESPITE THE FACT THAT GROUPS GENERALLY TEND TO PRODUCE MORE ADEQUATE DECISIONS THAN INDIVIDUALS WORKING ALONE, MOST EXECUTIVES ARE AT A LOSS REGARDING THE EFFECTIVE EMPLOYMENT OF GROUPS IN REACHING DECISIONS. THIS IS BECAUSE EXECUTIVES INVOLVED IN GROUP DECISION MAKING HAVE TWO BASIC CONCERNS, THE CON-' CERN FOR DECISION ADEQUACY AND THE CONCERN FOR COMMITMENT OF OTHERS TO THE DECISION.
THE AUTHORS USE A CONCEPTUAL MODEL CALLED THE DE-' CISION-MAKING GRID TO ANALYZE INDIVIDUAL STYLES OF DE-' CISION-MAKING BEHAVIOR IN A GROUP CONTEXT. FROM THIS STUDY, AN EYE-TO-EYE DECISION MAKING STYLE IS FOUND TO BE THE MOST EFFECTIVE OF THE VARIOUS STYLES DISCUSSED.

CC80 FARMER, RN RICHMAN, BM
A MODEL FOR RESEARCH IN COMPARATIVE MANAGEMENT.'
CALIFORNIA MANAGEMENT REVIEW 7, 55-68, WINTER, 1964.
EVALUATING, EFFICIENT, ATTITUDINAL
MOST STUDIES OF MANAGEMENT HAVE SHOWN BUT LITTLE CON-' CERN FOR THE EXTERNAL ENVIRONMENT IN WHICH THE FIRM MUST OPERATE. THE AUTHORS PROPOSE A NEW CONCEPTUAL APPROACH WHICH SHOULD PROVE USEFUL IN THE ANALYSIS OF COMPARATIVE MANAGEMENT PROBLEMS. BY EVALUATING THE EXTERNAL CONSTRAINTS AFFECTING MANAGEMENT, THE AUTHORS PROVIDE VALUABLE INSIGHT INTO THE REASONS WHY VARIOUS COUNTRIES HAVE VARYING DEGREES OF EFFICIENT INTERNAL MANAGEMENT IN PRODUCTIVE ENTERPRISES.
EXTERNAL FACTORS WHICH ARE DISCUSSED ARE BASIC LITERACY OF THE COUNTRY, ATTITUDINAL VALUES, USE OF SCIENTIFIC METHODS, RATIONAL RISK TAKING, POLITICAL AND LEGAL CON-' STRAINTS AND ECONOMIC CONSTRAINTS. USING THESE EXTERNAL CONSTRAINTS, THE AUTHORS CONSTRUCT A COMPARATIVE MANAGEMENT MATRIX.

CC81 DILLON, TF
EDP SPINS OUT SAVINGS FOR SMALL DEPARTMENT.'
PURCHASING VOL 58-2..72-79,JANUARY 28, 1965.
DATA-PROCESSING
ELECTRONIC DATA PROCESSING HAS HELPED A SMALL PURCHASING DEPARTMENT CUT INVENTORIES FORTY-THREE PER CENT, REDUCE CLERICAL COSTS, AND GET VITAL INFORMATION FOR BUYERS AND OTHER DEPARTMENTS.
THIS SYSTEM HAS NOT ONLY CUT INVENTORY, BUT IT ALSO WRITES ALL PURCHASES AUTOMATICALLY, PAYS INVOICES WITHOUT MISSING A DISCOUNT, CALCULATES ECONOMIC ORDER QUANTITIES AND CONTROLS ORDER POINTS. IT ALSO SPINS OFF A GREAT DEAL OF USEFUL INFORMATION FOR OTHER DEPARTMENTS THAN PURCHASING.

CC82 ALBRECHT, PA GLASER, EM MARKS, J
VALIDATION OF A MULTIPLE-ASSESSMENT PROCEDURE
JOURNAL OF APPLIED PSYCHOLOGY, VOL 48-6..351-360, DEC, 64
RATING EVALUATION TEST MANAGERIAL PERSONNEL INTERVIEW APTITUDE PERFORMANCE-EVALUATION
A MULTIPLE-ASSESSMENT PROCEDURE--PERSONAL HISTORY FORM, INTENSIVE INTERVIEW, 2 OBJECTIVE INTELLECTUAL APTITUDE TESTS A SENTENCE-COMPLETION TEST, AND A HUMAN RELATIONS PROBLEMS TEST--WAS USED TO PREDICT THE PERFORMANCE OF 31 INDUSTRIAL MANAGERS ALL HAVING A SIMILAR JOB ASSIGNMENT. PREDICTIONS WERE MADE ON THE BASIS OF A GLOBAL, NONACTUARIAL ANALYSIS OF THESE OBJECTIVE AND SUBJECTIVE DATA. 4 SETS OF CRITERION JUDGEMENTS WERE OBTAINED ON 4 VARIABLES--3 DIFFERENT SETS OF RANKINGS AND 1 SET OF RATINGS. A MULTITRAIT-MULTIMETHOD MA-' TRIX WAS USED IN THE ANALYSIS OF THE INTERCORRELATIONS. 9 OF THE 12 VALIDITY COEFFICIENTS INVOLVING RANKING-TYPE CRITERIA WERE STASTICALLY SIGNIFICANT. OF THE 4 COEFFICIENTS INVOLVING RATING-TYPE CRITERIA, NONE WERE SIGNIFICANT.

CC83 FRIEDLANDER, F
JOB CHARACTERISTICS AS SATISFIERS AND DISSATIFIERS.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL 48-6..388-392, DEC, 64.
SATISFACTION, JOB-ANALYSES, MOTIVATION
IT IS OFTEN ASSUMED THAT JOB SATISFACTION AND DISSAT-' ISFACTION ARE OPPOSITES, AND THAT ONE IS THE MERE NEGATION OF THE OTHER. THIS ASSUMPTION OF CONVERTIBLE BIPOLARITY IS EXAMINED BY ADMINISTRATION OF 2 QUESTIONNAIRES TO 80 SS IN WHICH THE IMPORTANCE TO SATISFACTION AND THE IMPORTANCE TO DISSATISFACTION OF VARIOUS JOB CHARACTERISTICS ARE COMPARED. CORRELATIONAL AND VARIANCE ANALYSES BOTH INDICATE THAT SAT-' ISFACTION AND DISSATISFACTION ARE, FOR THE MOST PART, UN-' RELATED AND NOT COMPLEMENTARY FUNCTIONS, RATHER THAN NEGA-' TIVELY RELATED POLES OF A SINGLE BIPOLAR CONTINUUM. RESULTS OF STUDIES AND THEORIES UTILIZING A SINGLE SATISFACTION--' DISSATISFACTION CONTINUUM ARE THEN QUESTIONABLE. SUMMARY DATA OF RANKS OF SATISFIERS AND DISSATISFIERS ARE DISCUSSED IN REGARD TO CURRENT JOB MOTIVATION THEORY.

CC84 ISAACS, H
USER ORIENTED COMPUTER SYSTEMS
DATA PROCESSING MAGAZINE, 7..16-18, FEBRUARY, 1965.
INFORMATION-RETRIEVAL PUBLIC ADMINISTRATION
APPLICATIONS OF DIGITAL COMPUTER SYSTEMS FALL INTO THREE BASIC CATAGORIES. THE AUTHOR DISCUSSES THE THREE WHICH ARE OFF LINE PRODUCTION PROCESSING, RETRIEVING

INFORMATION ON A SPECIAL REQUEST BASIS, AND REAL TIME OR ON LINE SYSTEMS.

THE MAIN CHARACTERISTICS AND DEVELOPMENT CONSIDERATIONS ARE DISCUSSED ALONG WITH RECENT DEVELOPMENTS IN TECHNOLOGY. THE RECENT DEVELOPMENTS PRESENTED ARE DATA COMMUNICATIONS, USER-ORIENTED PROGRAMMING SYSTEMS, ADVANCEMENTS IN IN-' FORMATION RETRIEVAL TECHNIQUES, AND TIME SHARING.

A SPECIFIC TIME-SHARING EXPERIMENT BEING CONDUCTED AT THE SYSTEM DEVELOPMENT CORPORATION IS DESCRIBED WHICH ILLUSTRATES THE TECHNICAL ADVANCES IN TIME-SHARING.

THE AUTHOR ALSO DISCUSSES THE IMPLICATIONS OF DATA PROCESSING FOR PUBLIC ADMINISTRATION.

0085 SAYER, J
DO PRESENT INFORMATION SERVICES SERVE THE ENGINEER.'
DATA PROCESSING MAGAZINE 7..24-25, FEBRUARY, 1965.
INFORMATION-RETRIEVAL

THE ENGINEER IS AN INFORMATION PROCESSOR, AND HE IS CONSTANTLY FACED WITH THE PROBLEM OF EFFECTIVELY AND EF-' FICIENTLY ACQUIRING AND USING DATA AND INFORMATION.

THE AUTHOR CLAIMS THAT WE ARE PRESENTLY UNABLE TO SUPPLY THE HELP THAT THE ENGINEER NEEDS. THE PRIMARY REASON FOR THE INEFFECTIVENESS OF OUR INFORMATION SERVICES IS THAT THE SPECIFIC INFORMATION NEEDS OF ENGINEERS, SPECIALLY FROM AN OVERALL SYSTEMS VIEWPOINT, ARE NEITHER WELL KNOWN NOR WELL UNDERSTOOD.

PROBABLY THE UNDERLYING REASON WHY ENGINEERS NEEDS ARE BEING SO POORLY SERVED IS THAT TOO MANY PEOPLE IN GOVERNMENT, INDUSTRY, EDUCATION, AND IN THE TECHNICAL SOCIETIES, FAIL TO RECOGNIZE THE PROBLEM OR ARE NOT INTERESTED IN DOING MUCH TO SOLVE IT.

WHILE SOME PROGRESS IS BEING MADE, IT IS NOT ENOUGH. ONLY THROUGH THE INTENSIVE AND EXTENSIVE COOPERATIVE EFFORTS OF THOSE INVOLVED CAN ANY SIGNIFICANT IMPROVEMENT BE MADE.

0086 KREITHEN, A
VOCABULARY CONTROL IN AUTOMATIC INDEXING.'
DATA PROCESSING MAGAZINE 7..60-61, FEBRUARY, 1965.
INDEXING, INFORMATION-RETRIEVAL

THERE ARE TWO BASIC APPROACHES TO AUTOMATIC INDEXING--INDEXING BY ASSIGNMENT AND INDEXING BY EXTRACTION. THE AUTHOR DISCUSSES THESE TWO WAYS OF INDEXING AND THE TWO WAYS OF VOCABULARY DEVELOPMENT RESULTING FROM THEM.

VARIOUS EDITING PROCEDURES ARE ALSO PRESENTED.

THE GOAL TO STRIVE FOR IS GRAPHIC ARTS QUALITY, WHICH IS COPY GOOD ENOUGH TO MEET NORMAL PUBLISHING STANDARDS. FOUR REQUIREMENTS FOR REACHING THIS GOAL ARE DISCUSSED. THEY ARE WIDE OR EASILY MODIFIED CHARACTER SELECTION, SHARP CHARACTER DEFINITION, COLUMN JUSTIFICATION WITH PROPER HYPHENATION, AND PROPORTIONAL CHARACTER SPACING.

0087 BRANCH, CE
A VIEW OF CORPORATE PLANNING TODAY.'
CALIFORNIA MANAGEMENT REVIEW 7..89-94, WINTER, 1964.
DECISION-MAKING

CORPORATE PLANNING HAS EXPANDED AS AN ORGANIZED STAFF ACTIVITY IN BUSINESS, BUT LITTLE IS KNOWN CONCERNING EITHER ITS OPERATING CHARACTERISTICS OR ITS PRACTITIONERS AS A GROUP. RESULTS OF A RECENT SAMPLE SURVEY, PRESENTED IN THIS ARTICLE, REPRESENT THE BEST INFORMATION NOW AVAILABLE.

THE NUMBER AND TYPES OF ORGANIZATIONS WHICH USE CORPORATE PLANNING, THE EXECUTIVES INVOLVED AND THEIR EDUCATIONAL BACKGROUND ARE THE TOPICS COVERED IN THE SURVEY.

THE AUTHOR SUMMARIZES THAT A SIGNIFICANT NUMBER OF AMERICAN COMPANIES HAVE ESTABLISHED STAFF UNITS FOR PLAN-' NING. THESE UNITS ARE SMALL AND WITH MODERATE BUDGETS EN-' GAGE IN BOTH OVER-ALL AND FUNCTIONAL PLANNING. THE PLANNING EXECUTIVES USUALLY HAVE AN EXTENSIVE FORMAL EDUCATION IN VARIOUS FIELDS.

THESE STATEMENTS ARE ILLUSTRATED BY SOME OF THE SEVEN TABLES FOUND IN THE ARTICLE.

0088 KAMMAN, AB
AGE FO THE INDIVIDUAL.'
PERSONNEL JOURNAL, VOL 44-2..65-67, FEBRUARY 1965.
SUPERVISORS, RESPONSIBILITY, PERFORMANCE, EMPLOYEE, ABILITY

MR. KAMMAN IN GENERAL TERMS, PLACES THE BURDEN OF THE FUTURE OF THE COUNTRY ON MANAGEMENT. HISTORY, HE SAYS, HAS SHOWN THAT DECADENCE BEGINS WITH THE DECLINE OF THE INDIVIDUAL, FOLLOWED BY COLLAPSE OF THE NATION, SO THAT MANAGEMENT NOW HAS A DOUBLE FUNCTION. IT MUST PROFITABLY OPERATE THE COMPANY AND RAISE THE INDIVIDUAL OUT OF COMPLACENCY. SUPERVISORS MUST HELP EACH EMPLOYEE TO COMPREHEND THE CONSEQUENCES OF CONFORMITY. THE PROBLEM OF INDIVIDUAL RESPONSIBILITY HAS A SPECIFIC FOCAL POINT IN INDUSTRY--COMPETENCE. EVERY WAGE EARNER HAS THE RESPONSIBILITY TO SEE THAT HIS WORK MEASURES UP TO HIS INDIVIDUAL ABILITY. IN A SOCIETY OF FREE MEN, COMPETENCE IS AN ELEMENTARY DUTY. IT IS UP TO MANAGEMENT TO INSIST THAT FREE MEN ATTAIN THEIR HIGHEST STANDARDS OF PERFORMANCE.

0089 ANDLER, ED
THE PROMOTIONAL LADDER.'
PERSONNEL JOURNAL VOL 44-2..68-71, FEBRUARY, 1965.
EVALUATION

MANY PERSONS REACH A POINT BEYOND WHICH THEY BECOME INEFFECTIVE AND LACK THE PERSPECTIVE TO DO THE JOB. IT IS NECESSARY FOR THE WELL-BEING OF THE INDIVIDUAL AND THE COMPANY TO ASSURE THAT PERSONS ARE NOT PROMOTED BEYOND THE POINT AT WHICH THEY CAN PERFORM EFFECTIVELY.

THE HIGHER THE POSITION, THE FEWER PEOPLE WHO CAN COMPETENTLY DO THE JOB. THE MAN WHO APPLIES LOWER LEVEL THINKING TO A HIGHER LEVEL JOB WILL NEGLECT THE TRUE FUNCTION OF HIS POSITION.

0090 HARRIS, P
ATTITUDES IN COMPULSORY ARBITRATION.'
PERSONNEL JOURNAL VOL 44-2..72-75, FEBRUARY, 1965.
ROLE INCENTIVE ATTITUDES PERSONNEL

THE QUESTION OF THE DESIRABILITY OF GOVERNMENT INTERVENTION IN LABOR-MANAGEMENT DISPUTES IS REVIEWED HERE FOLLOWING IN THE WAKE OF THE CASE OF COMPULSORY ARBITRATION IN THE HISTORICAL RAILROAD DISPUTE.

THE AUTHORS POINT OF VIEW IS THAT THE GOVERNMENT IS GOING TOO FAR AFIELD IN THEIR ROLE IN SOCIETY BY SUPPORTING COMPULSORY ARBITRATION. THE INFERENCE IS GIVEN THAT ITS PROPONENTS ARE NOT FULLY AWARE OF THE RESTRICTION OF FREEDOM INVOLVED FOR THOSE AFFECTED.

COMPULSORY BARGAINING IS NOT AN END IN ITSELF. FOR ONE REASON IT WILL TEND TO INHIBIT THE INCENTIVE TO BARGAIN IN EARNEST. FOR ANOTHER, IS THE TENDENCY FOR BOTH SIDES TO SUBMIT A LARGE LIST OF DEMANDS AND FURTHER, THE NATURE OF THE SETTLEMENT MAY BE UNAPPEALING TO BOTH SIDES. OTHER DISADVANTAGES ARE ALSO POINTED UP AND THE RAILROAD DISPUTE IS USED AS AN EXAMPLE.

0091 EHRLE, RA
A SYSTEMS APPROACH TO ORGANIZATION AND MANAGEMENT
PERSONNEL JOURNAL VOL 44-2..76-79, FEBRUARY, 1965.
DECISION-MAKING

REDUCING DECISION-MAKING TIME IS ESSENTIAL TODAY IF MANAGEMENT IS TO KEEP AHEAD OF THE RAPID ORGANIZATIONAL CHANGES CAUSED BY THE USE OF COMPUTERS. MANAGEMENT MUST RESORT TO MORE SOPHISTOCATED APPROACHES TO DECISION MAKING PROCESSES, SUCH AS MATHEMATICAL PROGRAMMING AND THE EXTENSIVE USE OF COMPUTERS.

THE ESTABLISHMENT OF INTEGRATED ORGANIZATIONAL STRUCTURES REQUIRES MANAGEMENT TO PAY MORE ATTENTION TO STRUCTURE AND PROCESS, WHILE HAVING LESS REACTION TIME IN WHICH TO MAKE DECISIONS. THE PROGRAMMING OF MIDDLE MANAGEMENT TASKS WILL RESULT IN A REORGANIZATION OF MIDDLE MANAGEMENT LEVELS. CONSEQUENTLY, THE NUMBER OF INTERMEDIATE MANAGEMENT LEVELS WILL SHRINK AND SO WILL THEIR RELATIVE INFLUENCE.

0092 LOBAN, LN
SOCIAL RESPONSIBILITIES OF THE PERSONNEL INTERVIEWER.'
PERSONNEL JOURNAL, VOL 44-3, 124-127, MARCH, 1965.
HANDICAPPED, PLACEMENT, MINORITIES

THE PERSONNEL MAN RUNS INTO DIFFICULTY FACING THE SOCIAL PRESSURES TO PROVIDE JOBS FOR MEMBERS OF GROUPS WITH UNMET SOCIAL NEEDS, SUCH AS MINORITY RACES AND RELIGIONS, TH PHYSICALLY OR MENTALLY HANDICAPPED, THE OLDER WORKER AND OTHERS. WHILE AT THE SAME TIME HE MUST MAINTAIN INDUSTRY S VITAL NEED TO HIRE PEOPLE ON THEIR MERITS. THIS SITUATION CALLS FOR A DEGREE OF SOCIAL UNDERSTANDING ACQUIRABLE ONLY BY PERSONAL INVOLVEMENT.

TO THE EXTENT THAT THE PERSONNEL MAN SELECTS APPLICANTS ON THEIR MERITS RATHER THAN ARBITRARILY REJECTING THEIR CLASS, HE PROTECTS HIS ABILITY TO CHOOSE AGAINST THE DEMANDS OF A SOCIETY PUSHING FOR UNMET NEEDS AND AT THE SAME TIME PROVIDES A BETTER PROFESSIONAL SERVICE FOR HIS ORGANIZATION.

0093 FOGEN, JH
SURFACE APATHY OF UNION MEMBERS.'
PERSONNEL JOURNAL VOL 44-3..147-151, MARCH, 1965.
SATISFACTION

IT IS THE PURPOSE OF THIS ARTICLE TO SUGGEST THAT THIS APPARENT DISINTEREST OF UNION MEMBERS MAY, IN REALITY, BE THE CONSERVATIVE, STABLE ELEMENTS THAT FORM THE BASE OF A STRONG, BUSINESSLIKE UNION. IT IS ADMITTED THAT A GREAT DEAL OF MEMBER APATHY DOES EXIST.

SURFACE APATHY COULD BE CAUSED BY THE FEELING THAT THE UNION IS PLANT-ORIENTED RATHER THAN MEETING ORIENTED, BY THE EXISTANCE OF REASONABLY GOOD LABOR RELATIONS, BY CONTENTMENT WITH CURRENT ECONOMIC CONDITIONS AND BY SATISFACTION WITH THE BUSINESS TYPE OF UNIONISM.

THE DANGERS OF NO APATHY WOULD BE A DECREASE IN BUSINESS TYPE UNIONISM, GREATER INVOLVEMENT IN POLITICS AND INCREASING INTEREST IN MANAGEMENT ACTIVITIES.9

0094 SHERIFF, DR
COST OF UNIVERSITY SPONSORED EXECUTIVE DEVELOPMENT PROGRAMS
PERSONNEL JOURNAL VOL 44-3..144-146, MARCH, 1965.
EDUCATION, TRAINING

THE COST OF UNIVERSITY-SPONSORED EXECUTIVE DEVELOPMENT PROGRAMS IS USUALLY A SECONDARY CONSIDERATION. BUT COMPANIES SHOULD KNOW, BEFORE SENDING THEIR MANAGERS TO SUCH COURSES, EXACTLY WHAT THE TOTAL COST WILL BE.

THERE ARE THREE TABLES GIVING A BREAKDOWN ON INFORMATION. TABLE 1 PROVIDES A COST PER WEEK ANALYSIS BASED ON WHETHER ROOM AND BOARD IS INCLUDED OR EXCLUDED. TABLE 2 GIVES A COST VERSUS MAXIMUM NUMBER OF REGISTRANTS AND TABLE 3 SHOWS COST VERSUS LENGTH OF INDIVIDUAL SESSION ANALYSIS.

FINDINGS INDICATE THAT ROOM AND BOARD CONSTITUTES FIFTY PERCENT OF FEE, SCHOOLS DO NOT VIEW THESE PROGRAMS AS ATTEMPTS TO RAISE REVENUE AND THAT THE SMALLER THE MAXIMUM NUMBER OF REGISTRANTS, THE HIGHER THE PER WEEK PROGRAM COST.

0095 HOLLON, WR
ADDING A PERSONAL TOUCH TO RECRUITING ENGINEERING TALENT.'
PERSONNEL JOURNAL VOL 44-3..142-143, MARCH, 1965.
PUBLIC-RELATIONS, MOVIES, TRAINING

IN ORDER TO IMPRESS COLLEGE STUDENTS, UNDER CONSIDERATION FOR EMPLOYMENT, WITH THE GLAMOUR AND CAREER POTENTIAL OF ENGINEERING POSITIONS WITH THE COMPANY, A LARGE OIL-WELL SERVICE FIRM DEVISED A COLORFUL, PROFESSIONALLY PRODUCED MOTION PICTURE SHOWING THE WORK BEING DONE IN THE FIELD. THE FILM WAS A SUCCESS AND PROVED VALUABLE FOR OTHER USES BESIDES RECRUITMENT.

SOME OF THE OTHER USES ARE AS A TOOL FOR SALESMEN SOLICITING NEW BUSINESS, INDOCTRINATION AND TRAINING OF EMPLOYEES AND CREATING A FAVORABLE IMPRESSION ON BUSINESS AND CIVIC GROUPS IN THE AREA. WITH THE FILM, THE COMPANY IS SHOWN IN OPERATION AND THE PROSPECT GETS A VISUAL IMPRESSION OF ITS SIZE AND OPERATIONS THAT COULD BE OBTAINED IN NO OTHER WAY.

0096 FLEUTER, DL
AGE, AN OUTMODED EMPLOYMENT RESTRICTION.'
PERSONNEL JOURNAL 44-3..131-134, MARCH, 1965.
PLACEMENT, RECRUITMENT

THE PLIGHT OF THE OVER-FORTY JOB APPLICANT CRIES LOUDLY

FOR CORRECTION. GENERAL EMPLOYMENT PRACTICE FOR A NUMBER OF YEARS REJECTS THE MAN OVER FORTY EVEN THOUGH HE MAY NOT HAVE REACHED THE HALF-WAY IN NUMBER OF WORKING YEARS BEFORE RETIREMENT. SOME REASONS FOR THIS PRACTICE EVOLVED OUT OF PREVIOUS HIRING PRACTICES AND BECAUSE OF HABIT HAVE NOT BEEN ABANDONED. FOR EXAMPLE, PHYSICAL EFFORT, FOR MOST JOBS IS NO LONGER A STUMBLING BLOCK, COST OF FRINGE BENEFITS UPON EXAMINATION SHOULD NOT PROHIBIT HIRING, AND TENURE OF A YOUNG EMPLOYEE HAS SHOWN TO BE OF SHORT DURATION.

THE ADVANTAGES TO HIRING THIS AGE GROUP ARE EXPERIENCE, GREATER RESPONSIBILITY, INCREASED SOCIAL INTELLIGENCE, AND REDUCED TRAINING TIME AND EXPENSE. THE AUTHOR SUGGESTS IT IS TIME THAT MANAGEMENT RE-EXAMINED THEIR HIRING POLICIES.

0097 SCHMINKE, CW
CURRENT TRENDS RELATING TO ACADEMIC PERSONNEL POLICIES.'
PERSONNEL JOURNAL VOL 11-3..135-139, MARCH, 1965.
PROMOTION, POLICY, UNIVERSITIES

THE PRIMARY PURPOSE OF THIS STUDY WAS TO INVESTIAGE THE RANGE OF EXISTING POLICIES AND PRACTICES IN THE OLLOWING AREAS OF ACADEMIC PERSONNEL ADMINISTRATION-- INITIAL APPOINTMENT, USE OF ACADEMIC TITLES, STATUS OF ADMINISTRATIVE AND ANCILLIARY PERSONNEL, PROMOTION AND TENURE, AND DURATION OF NON-TENURE APPOINTMENTS.

EACH AREA IS EXPLORED AND THE FINDINGS ARE LISTED. FROM THESE FINDINGS CERTAIN IMPLICATIONS ARE DRAWN. SOME OF THESE ARE-- A VACUUM OF LONG RANGE PLANNING OF UNIVERSITIES FOR THE PROCUREMENT OF OUTSTANDING FACULTY, PATTERNS RELATIVE TO THE USE OF ACADEMIC TITLES ARE PECULIAR TO EACH INSTITUTION, THE GULF BETWEEN FACULTY AND STAFF IS GROWING WIDER AND FOR MOST UNIVERSITIES PRINTED PROCEEDURES RELATIVE TO TENURE AND PROMOTION ARE EXPLICIT.

0098 HALPERIN, J
WASTED BRAIN POWER.'
PERSONNEL JOURNAL VOL 11-3..140-141.
UNDERUTILIZATION, EVALUATION, EFFICIENTLY, CLERICAL-TASKS

EACH YEAR HIGH PRICED EXECUTIVES ARE PERFORMING TASKS MORE SUITABLE FOR CLERICAL WORKERS, AND REPRESENT A COSTLY WASTE OF BRAIN POWER, AND FRUSTRATE THE WORKER WHO NEEDS THE OPPORTUNITY TO EXPLOIT HIS OWN CREATIVITY. INDUSTRY CANNOT AFFORD TO PAMPER INDIVIDUALS YET THE WASTE OF BRAIN POWER IS SO EVIDENT THAT OUR SENSE OF VALUES MUST BE REEVALUATED.

SOME COMPLAINTS ARE THE ASSIGNMENT OF TEDIOUS DETAIL TO A HIGH SALARIED OFFICIAL WHEN IT COULD BE DONE MORE EFFICIENTLY BY LOWER SALARIED PERSONNEL, NEWCOMERS ARE BROUGHT IN TO DO A JOB FOR WHICH THEY ARE NOT TRAINED WHILE EXPERIENCED EMPLOYEES ARE NOT GIVEN THE CHANCE, LACK OF OPPORTUNITIES FOR ADVANCEMENT WITHIN THE ORGANIZATION AND UNKEPT PROMISES FOR THE FUTURE CAUSING THE EMPLOYEE TO FEEL CHEATED.

0099 RUBINGTON, E
ORGANIZATIONAL STRAINS AND KEY ROLES.'
ADMINISTRATIVE SCIENCE QUARTERLY VOL 9-4..350-369,MAR, 65.
CONFLICT

THIS PAPER, IN DEALING WITH STAFF PROBLEMS IN AN UN-' USUAL HELP ORGANIZATION, CASTS SOME DOUBT ON THE IDEAL STATEMENT OF THE RESULTS OF DEBUREAUCRATIZATION. IN ADDITION IT MAKES THREE GENERAL POINTS. FIRST, MAKING A HELP ORGAN-' IZATION LESS BUREAUCRATIC HAS UNINTENDED CONSEQUENCES. SECOND, CONTRADICTIONS BETWEEN TREATMENT CULTURE AND BUREAUCRATIC STRUCTURE DO NOT DISAPPEAR WHEN THERE IS LESS BUREAUCRATIZATION. AND THIRD, KEY ROLES EMERGE AS MECHANISMS FOR COPING WITH THE PROBLEMS RESULTING FROM A SIMPLE BUREAUCRATIC STRUCTURE.

A MAJOR INTERACTIONAL CONSEQUENCE, HOWEVER, IS THAT THESE KEY ROLES, WHICH COPE WITH ORGANIZATIONAL STRAINS, REVOKE CONFLICT RATHER THAN CONSENSUS AMONG COLLEAGUES.

0100 LEVINSON, H
RECIPROCATION THE RELATIONSHIP BETWEEN MAN AND ORGANIZATION
ADMINISTRATIVE SCIENCE QUARTERLY VOL 9-4,370-390,MAR, 65.
EVALUATION, PERFORMANCE, MOTIVATION, MORALE, PSYCHOLOGIST

THE CONCEPT OF RECIPROCATION, WHICH FOCUSES ATTENTION ON THE RELATIONSHIP BETWEEN A MAN AND THE ORGANIZATION IN WHICH HE WORKS, OFFERS THE POSSIBILITY OF INTEGRATING A WIDE RANGE OF DATA AND CONCEPTS FROM INDUSTRIAL PSYCHOLOGY, SOCIOLOGY, AND CLINICAL PSYCHOLOGY. IT EXPLAINS THE PSYCHO-' LOGICAL MEANING OF THE ORGANIZATION TO THE MAN AND VICE VERSA, AN AREA SO FAR ALMOST UNTOUCHED BY SPYCHOLOGICAL INVESTIGATION IN INDUSTRY. IT THEREFORE PROVIDES THE BASIS FOR BETTER PSYCHOLOGICAL UNDERSTANDING OF MORALE AND MOTIVATION STUDIES, OF LEADERSHIP AND TRAINING PROBLEMS, OF JOB EVALUATION AND PERSONNEL SELECTION, AND OF RESEARCH ON ROLE PERFORMANCE. IT ALSO OFFERS THE CLINICAL PSYCHOLOGIST THE POSSIBILITY OF ACCESS TO A WIDE RANGE OF DATA, WHICH, HERETOFORE WITHOUT A DYNAMIC BASE AND UNRELATED TO THE PSYCHOLOGY OF THE INDIVIDUAL, HAD LITTLE RELEVANCE FOR HIM.

0101 WAGER, LW
LEADERSHIP STYLE, HIERARCHICAL INFLUENCE, AND SUPERVISORY ROLE OBLIGATIONS.'
ADMINISTRATIVE SCIENCE QUARTERLY VOL 9-4..391-420,MAR, 65.

EFFECTIVENESS OF A SUPERVISORY LEADERSHIP STYLE HAS BEEN CLAIMED CONTINGENT UPON THE SUPERVISOR S POTENTIAL INFLUENCE IN THE HIERARCHICAL SYSTEM. BUT EMPIRICAL AND THEORETICAL SPECIFICATION OF THESE CLAIMS ARE NOTABLY LACKIN AND THE PRECISE NATURE OF THE LINKAGE BETWEEN THE STYLE OF LEADERSHIP AND HIERARCHICAL INFLUENCE VARIABLES REMAINS TO BE ESTABLISHED. THE RESULTS OF THIS STUDY SHOW THE SUPPORTIVE STYLE OF LEADERSHIP TO BE A MORE POWERFUL VARIABLE THAN HIERARCHICAL INFLUENCE IN CONTRIBUTING TO THE FULFILLMENT OF SUPERVISORY ROLE OBLIGATIONS. THOUGH, IN GENERAL, HIERARCHICAL INFLUENCE FACILITATES THE RELATIONSHIP OF THIS STYLE OF LEADERSHIP TO EIGHT AREAS OF ROLE OBLIGATIONS, THE MAGNITUDE AND PERVASIVENESS OF THIS EFFECT OF INFLUENCE VARIES MARKEDLY. TWO GENERAL HYPOTHESIS ARE OFFERED TO ACCOUNT FOR THE DIFFERENTIAL EFFECTS. THE PAPER CONCLUDES WITH A SET OF RESEARCH SUGGESTIONS.

0102 GLASER,BG
STABILIZING SCIENTISTS CAREERS.'
PERSONNEL ADMINISTRATION VOL 28-1..3-6,JANUARY-FEBRUARY1965
CAREER-DEVELOPMENT, PROMOTION, CONFLICT

FINDINGS FROM A RECENT STUDY OF THE ORGANIZATIONAL CAREERS OF SCIENTISTS ARE DISCUSSED FROM THE VIEWPOINT OF HOW ADMINISTRATORS CAN STABILIZE THESE CAREERS. THE GENERAL IMPLICATION BEHIND THESE FINDINGS IS THAT ADMINISTRATORS SHOULD TAKE A CAREER PERSPECTIVE IN THE EMPLOYMENT OF SCIENTISTS. THIS MEANS KEEPING IN MIND THAT SCIENTISTS ARE CONTINUALLY MOVING THROUGH BROAD CAREER STAGES AND THAT AT EACH STAGE THE ORGANIZATION LOOKS QUITE DIFFERENT TO THEM.

THE SCIENTISTS ADVANCED THROUGH THREE BROAD CAREER STAGES, JUNIOR INVESTIGATOR, SENIOR INVESTIGATOR AND SENIOR SUPERVISOR-INVESTIGATOR WITH TYPICALLY DIFFERENT CAREER CONCERNS AT EACH STAGE. ADVANCEMENT WAS BASED ON PROFESSIONAL RECOGNITION AND ON MEETING THE DEMANDS OF THEIR PROMOTION SYSTEM.

THE STUDY ALSO POINTED OUT THAT SOME SCIENTISTS ARE IN CONFLICT BETWEEN BASIC RESEARCH AND APPLIED RESEARCH. IF THIS CONFLICT IS NOT RESOLVED, IT IT MAY DAMAGE HIS CAREER.

0103 SPRAGUE, RE.
THE INFORMATION UTILITIES.'
BUSINESS AUTOMATION, VOL 12-3..42-47, MARCH, 1965.
RETRIEVAL

THE TERM INFORMATION UTILITY IS DERIVED FROM THE PUBLIC UTILITY WHICH SUPPLIES A SERVICE TO SUBSCRIBERS FOR A SER-' VICE CHARGE BASED ON USAGE. THE UTILITY SUPPLIES THE SERVICE AT THE SUBSCRIBERS OWN NATURAL LOCATION AND IN A FORM WHICH HE NORMALLY UTILIZES. HE WOULD PAY FOR THIS SERVICE ON A PER TRANSACTION BASIS.

SOME EXISTING SPECIFIC INFORMATION UTILITY SYSTEMS ARE USED BY AIRLINES WHICH PROVIDE TRAVEL AGENTS AND TRANSPORTATION OR HOTEL ORGANIZATIONS WITH A COMPLETE RESERVATION SERVICE. THE FIRST GENERAL INFORMATION UTILITY IS NOW GOING INTO OPERATION BY KEYDATA CORPORATION.

POSSIBLE OWNERS AND OPERATORS OF FUTURE UTILITIES INCLUDE COMMERCIAL BANKS, INDUSTRY GROUPS, PRIVATE PROPRIETORS AND THE GOVERNMENT.

0104 PRIDMORE, HD.
ORGANIZING FOR NATIONWIDE DP.'
DATAMATION II..26-30, MARCH, 1965.
TRAINING, PROGRAMMING, DATA-PROCESSING, EDP

THIS ARTICLE IS AN INTRODUCTION TO FIVE ARTICLES ON COMPUTING IN AUSTRALIA WHICH ARE FOUND IN THIS ISSUE OF DATAMATION.

THE AUTHOR INTRODUCES THE COUNTRY AND THE GOVERNMENT, AND LEADS INTO PREPARATIONS THAT RESULTED IN A SIX-CITY LINKAGE OF MACHINES BY THE BUREAU OF CENSUS AND STATISTICS.

THE APPROACH TO APPLICATIONS PROGRAMMING, SYSTEM OPERATIONS AND STANDARDS, THE MANPOWER SITUATION, TRAIN-' ING SCHEMES AND COURSES OFFERED, AND RESEARCH IMPLICA-' TIONS ARE AMONG THE TOPICS DISCUSSED.

0105 HARRIS, P
AFFIRMATION OF THE FOREMAN S ROLE.'
BUSINESS TOPICS 13..42-50, WINTER, 1965.
SUPERVISOR, EVALUATION, ROLE, FUNCTION

ANY EVALUATION OF THE FOREMAN S CONTRIBUTION OT ORGANIZATION HAS TO INCLUDE TWO FACTORS--PERSONAL ABILITY, AND THE ENVIRONMENT IN WHICH HE OPERATES. THE ENVIRONMENT HAS BEEN CHANGING AND THIS PAPER DISCUSSES THE SEVERAL FORCES AND THEIR IMPACT ON SUPERVISION.

STAFFS, CHANGING TECHNOLOGY, UNIONS, AND THE MAN-IN--' THE MIDDLE APPROACH ARE ALL AFFECTING THE ROLE OF THE FOREMAN.

IMPROVEMENTS IN THE AREA SUGGESTED BY THE AUTHOR INCLUDE GIVING THE SUPERVISOR A GREATER ROLE IN INDUSTRIAL RELATIONS ACTIVITY OF THE FIRM, APPLY THE CONCEPT OF DE-' CENTRALIZATION TO HIS LEVEL, ENCOURAGE HIM TO EXPERIMENT IN EXECUTING HIS RESPONSIBILITIES, KEEP OPEN LINES OF COM-' MUNICATION FOR HIM, GIVE HIM SOME STATUS SYMBOLS, AND ENCOURAGE PROMOTIONS BEYOND FIRST-LINE SYPERVISION.

0106 DUMAS NS
RESEARCH UTILIZATION AND DISSEMINATION
REGIONAL REHABILITATION RESEARCH INSTITUTE, UNIVERSITY OF FLORIDA, GAINESVILLE, 1968, 132 PAGES.
INFORMATION RETRIEVAL KWIC INDEXES OPERATIONS-RESEARCH R D

THERE IS LITTLE JUSTIFICATION FOR RESEARCH ACTIVITIES UNLESS SOME PLAN IS FORMULATED TO UTILIZE THEIR RESULTS. CONSEQUENTLY, A CONFERENCE COMPRISING REPRESENTATIVES OF REHABILITATION AGENCIES IN THE SOUTHEAST WAS HELD DURING JUNE 1968 TO REVIEW WAYS AND MEANS TO DISSEMINATE, RETRIEVE AND UTILIZE RESEARCH AND DEMONSTRATION RESULTS. THE TOPICS DISCUSSED INCLUDED - INFORMATION STORAGE AND RETRIEVAL STATE OF THE ART, ACTIVITIES OF THE SOCIAL AND REHABILITATION SERVICE, R + D APPLICATIONS AND OPERATIONS RESEARCH METHODS, TWO GROUP SESSIONS WERE ALSO HELD TO GATHER THE SUGGESTIONS OF PEOPLE WHO FACE THESE PROBLEMS EVERY DAY.

0107 DUMAS NS
MANAGEMENT AND PERSONNEL ABSTRACTS * A GUIDE TO RECENT OPERATIONS-RESEARCH, COMPUTER, BUSINESS + OTHER LITERATURE
UNIVERSITY OF FLORIDA REGIONAL REHABILITATION RESEARCH INSTITUTE, GAINESVILLE, 1968, 110 PAGES
KWIC INFORMATION RETRIEVAL PLANNING BUDGETING SUPERVISION REHABILITATION-PERSONNEL

A COMPILATION OF ARTICLES FROM OVER 75 JOURNALS IN MANY BUSINESS RELATED AREAS, THIS PUBLICATION PROVIDES A VERY COMPREHENSIVE 5,000 ENTRIES INDEX PRODUCED VIA COMPUTERIZED TECHNIQUES. THE ARTICLES CITED WERE SELECTED AS BEING THE MOST PRACTICAL, HOW-TO-DO-IT ESSAYS THAT APPEARED FROM 1964 - 1967 INCLUSIVE. THE MAJOR AIM OF THIS PUBLICATION IS INCREASED TECHNOLOGY TRANSFER AND UTILIZATION OF KNOWLEDGES WITHIN AND AMONG DIVERSE PROFESSIONS.

0108 DUMAS NS
ON THE DEVELOPMENT OF A REHABILITATION INFORMATION SYSTEM

JOURNAL OF REHABILITATION, MARCH-APRIL, 1969, 22-24.
DISSEMINATION DIFFUSION INNOVATION RETRIEVAL INDEXING

THE FOUR BASIC QUESTIONS REGARDING REHABILITATION INFORMATION SYSTEMS ARE - 1 IS ONE NECESSARY FOR OUR AGENCY, 2 WHY HAVE OTHERS NOT DEVELOPED ONE ALREADY, 3 WHAT KIND OF DATA WOULD WE WANT IN THE SYSTEM AND WHY WOULD WE WANT TO RETRIEVE IT, AND 4 WHY HAVE PREVIOUS SYSTEMS ALWAYS SEEMED TO FAIL. THESE QUESTIONS ARE ANSWERED IN A NON-TECHNICAL MANNER FOR THE ADMINISTRATOR WHO WOULD LIKE TO IMPROVE THE EFFECTIVENESS AND EFFICIENCY OF HIS AGENCY OR UNIT.

0109 STAGNER, R
RESOLVING TOP-LEVEL MANAGERIAL DISAGREEMENTS.'
BUSINESS TOPICS 13..15-22, WINTER, 1965.
DECISION-MAKING, PERSONALITY, GROUP

THE AUTHOR EXPLORES THE PROCESS OF POLICY-FORMATION AT THE VICE PRESENDIAL LEVEL, WITH A PRIMARY FOCUS ON THE RESOLUTION OF DIVFAGENCIES CF OPINION AT THIS LEVEL.

THE THREE DISTINCITIVELY DIFFERENT THEORETICAL AP-' PROACHES TO THE PROBLEM FOUND IN PRIOR LITERATURE, ECONOMIC, PRESSURE GROUP, AND SMALL GROUP, ARE DEFINED.

FACTORS DESCRIBED AS BEING INFLUENTIAL IN MAKING THE VPS AGREE AON A DECISION ARE DYNAMIC FACTORS, COGNITIVE FACTORS, AND STRUCTURAL FACTORS. PRESSURE TACTICS AND PERSONALITY VARIABLES ALSO INFLUENCE THE DECISICN-MAKING POLICIES.

0110 TOWNSEND, LA
GROWTH THROUGH THE AUTOMOBILE INDUSTRY.'
FINANCIAL EXECUTIVE, 33..11-16+, MARCH, 1965.
INFORMATION-SYSTEM, RETRIEVAL

THE AUTHOR CLAIMS THAT TIGHTER FINANCIAL CONTROL OVER THE YEAR S TOTAL OPERATIONS, MADE POSSIBLE BY INCREASED COMPUTER USAGE AND EFFICIENCY, IS AMONG THE MAJOR FACTORS LEADING TO INCREASED NATIONAL BUSINESS GROWTH.

HE FIRST DISCUSSES THE INFORMATION REVOLUTION AND ITS EFFECT ON THE GROWTH AND STABILITY OF THE AMERICAN ECONOMY IN GENERAL.

THE INDIRECT RESULT OF THIS OVER-ALL ECONOMIC GROWTH OVER RECENT YEARS HAS BEEN A MOUNTING NEED FOR AN INCREASED VOLUME OF MANAGEMENT AND FINANCIAL INFORMATION AS WELL AS A PARALLEL NEED FCR GREATER ACCURACY AND DETAIL IN THE DATA. THIS NEED HAS RESULTED IN CUR PRESENT DAY COMPUTER SYSTEMS. HOWEVER, THE GROWTH OF CERTAIN INDUSTRIES HAS ALSO HAD MUCH TO DO WITH THE DEVELOPMENT OF COMPUTERIZED INFORMATION SYS-' TEMS. AS AN EXAMPLE OF THIS, THE AUTHOR DISCUSSES THE AUTOMOTIVE INDUSTRY IN GENERAL AND THEN EXPLORES SPECIAL USES OF INFORMATION SYSTEMS BY CHRYSLER.

0111 TAYLOR, HD.
AUTOMATIC DATA PROCESSING IN THE INTERNAL REVENUE SERVICE.'
THE JOURNAL OF ACCOUNTANCY, VOL 119-3..53-56, MARCH, 1965.

THE INTERNAL REVENUE SERVICE BEGAN USE OF ADP FOR IN-' COME TAX RETURNS IN 1962, AND EXPECTS TO HAVE IT IN OPERA-' TION THROUGHOUT THE COUNTRY BY 1967. THIS DESCRIPTION OF HOW THE SYSTEM OPERATES WAS DESIGNED TO HELP TAX PRACTI-' TIONERS INFORM AND ASSIST THEIR CLIENTS.

TO HELP THE IRS, PRACTITIONERS ARE REQUESTED TO USE SPECIAL RETURN FORMS, INFORM THE PUBLIC OF REQUIREMENTS, AND SECURE MORE COMPLETE AND ACCURATE RETURNS. RULES FOR NAME CONTROL ARE GIVEN.

THE NEED FOR COMPLETE AND ACCURATE INFORMATION IS STRESSED BY BOTH THE AUTHOR AND THE IRS. MR TAYLOR PROVIDES A LIST OF POINTS DEALING WITH THIS PROBLEM WHICH ARE EM-' +HASIZED BY THE GOVERNMENT.

0112 VAZSONYI, A
AUTOMATED INFORMATION SYSTEMS IN PLANNING, CONTROL + COMMAND
MANAGEMENT SCIENCES, VOL 11-4..B2-B41, FEBRUARY, 1965.
PERT, MEDICINE, EDUCATIONAL, COMPUTERIZATION

AFTER AN INTRODUCTION EXPLAINING THE ROLE, NATURE, STATUS AND FUTURE OF INFORMATION SYSTEMS, THE AUTHOR GIVES A NUMBER OF POSSIBLE PROBLEMS TO BE SOLVED BY COM-' PUTERS, INCLUDING AREAS OF SCIENCE, EDUCATION, ORGANIZA-' TION, THE MILITARY, AND MEDICINE. ON-LIN-REAL-TIME IN-' FORMATION SYSTEMS ARE DISCUSSED AND EXAMPLES GIVEN.

THERE ARE AREAS WHERE MEN EXCEL AND AREAS WHERE COMPUTERS EXCELL--PARTICULARLY IN COMPUTATION. METHODS OF DECISION, PARTICULARLY HEURISTIC PROBLEM SOLVING ARE EXPLAINED.

AMONG OTHERS, A COMPUTER IS VALUABLE FOR SOLUTION OF DIFFERENTIAL EQUATIONS, DESIGN, PARTIAL DIFFERENTIAL EQUATIONS AND INTEGRAL EQUATION PROBLEMS. FOR LARGE-SCALE PROBLEMS, PERT IS BECOMING AN IMPORTANT TECHNIQUE FOR DEVELOPING PLANS AND ALTERNATES. AN APPROACH TO AUTOMA-' TION AND THE ATUHORS CONCLUSIONS ARE ALSO DISCUSSED.

0113 LORSCH, JW. LAWRENCE, PR.
ORGANIZING FOR PRODUCT INNOVATION.'
HARVARD BUSINESS REVIEW 43..109-122, JAN-FEB, 1965.
TEAMWORK

THIS ARTICLE, WHICH IS A STUDY OF CONTRASTING PATTERNS OF TEAMWORK IN TWO LEADING COMPANIES, THROWS NEW LIGHT ON THE PROBLEM OF ATTAINING COLLABORATION AND COORDINGATION BETWEEN RESEARCH, SALES, AND PRODUCTION IN DEVELOPING NEW PRODUCTS AND PROCESSES.

TWO ESSENTIAL ORGANIZATIONAL INGREDIENTS OF SUCCESS WERE FOUND. THESE ARE USING SPECIALISTS WHO ARE ORIENTED TOWARD THEIR INDIVIDUAL TASKS IN ORGANIZATIONAL STRUCTURES CONDUCIVE TO TASK PERFORMANCE, AND EFFECTIVE MEANS OF COORDINATION WHICH PERMIT SPECIALISTS WITH DIVERSE KNOW-' LEDGE AND ORIENTATIONS TO WORK TOGETHER.

TWO DEVICES CAN BE USED TO ACHIEVE THIS COORDINATION, EITHER COORDINATING DEPARTMENTS OR CROSS-FUNCTIONAL GROUPS. OTHER METHODS CAN BE USED ALSO, AS LONG AS THEY DEVELOP MEANS OF COORDINATION WHICH PERMIT EFFECTIVE SPECIALIZATION AND EFFECTIVE CCORDINATION.

CHARTS ARE INCLUDED IN THE ARTICLE.

0114 MACE, ML.
THE PRESIDENT AND CCRPORATE PLANNING.'
HARVARD BUSINESS REVIEW 43..49-62, JAN-FEB, 1965.

THE AUTHOR DISCUSSES SOME OF THE MOST IMPORTANT AND PRACTICAL STEPS INVCLVED IN THE ATTAINMENT OF EFFECTIVE AND USEFUL CORPCRATE PLANNING.

THE CHIEF EXECLTIVE MUST BE ACTIVELY INVOLVED IN TWO FUNCTIONS OF THE PLANNING--THAT OF EVALUATING PRODUCT LINES, MARKETS, TRENDS, AND COMPETITIVE POSITIONS, AND THAT OF ESTABLISHING CORPORATE OBJECTIVES. AFTER DISCUSSING THESE FUNCTICNS, THE AUTHOR PRESENTS SOME OF THE BASIC ELEMENTS IN CORPORATE PLANNING.

TWO PLANNERS PROBLEMS--INCULCATING AWARENESS AND UNPLANNED PLANS--ARE EXPLAINED.

AN APPENDIX WHICH PRESENTS AN OUTLINE OF A FIVE-YEAR FORECAST FOLLOWS THE ARTICLE.

0115 DEARDEN, J
HOW TO ORGANIZE INFORMATION SYSTEMS.'
HARVARD BUSINESS REVIEW 43..65-73, MARCH-APRIL, 1965.
DATA-PROCESSING, RETRIEVAL

THE AUTHOR DISCUSSES AN APPROACH TO PROPERLY INTEGRATED INFORMATION SYSTEMS WHICH WILL HELP MANAGE-' MENT TAKE ADVANTAGE OF FUTURE DEVELOPMENTS IN DATA--' PROCESSING EQUIPMENT AND TECHNIQUES.

ALTHOUGH IT WILL NEVER BE POSSIBLE TO HAVE A PERFECT-' LY INTEGRATED DATA-PROCESSING SYSTEM, AN EFFECTIVE MANAGE-' MENT INFORMATION SYSTEM IS POSSIBLE IF IT IS HANDLED CORRECTLY.

THE AUTHOR DISCUSSES THE CHARACTERISTICS AND CLAS-' SIFICATION OF HORIZONTAL, VERTICAL, MARKETING, RESEARCH AND DEVELOPMENT, STRATEGIC PLANNING, AND EXECUTIVE INFORMA-' TION SYSTEMS.

AN ORGANIZATION STRUCTURE, BASED UPON THE VERTICAL AND HORIZONTAL CLASSIFICATIONS DESCRIBED, IS PROPOSED AND EXPLAINED IN DETAIL.

AN ORGANIZATION CHART FOR SYSTEMS AND DATA PROCESSING IN THIS STRUCTURE IS INCLUDED.

0116 MAHAR, JF CODDINGTON, DC
THE SCIENTIFIC COMPLEX--PROCEED WITH CAUTION.'
HARVARD BUSINESS REVIEW, 43..140-155, JAN-FEB, 1965.
PROPOSALS-RESEARCH, R-+-D

MANY COMMUNITIES ARE TRYING TO ATTRACT PRIVATE AND GOVERNMENT RESEARCH-BASED FACILITIES TO FORM SCIENTIFIC COMPLEXES. THIS ARTICLE SETS FORTH CONDITIONS, REQUIRE-' MENTS, AND GUIDES FOR COMMUNITY LEADERS TO CONSIDER IN MAKING BASIC POLICY DECISIONS.

SCIENTIFIC COMPLEXES ALL HAVE ONE OR MORE OF THE THREE ELEMENTS--INDUSTRY, UNIVERSITIES, AND GOVERNMENT LABORATORIES. THE ARTICLE IS PRIMARILY CONCERNED WITH THE COMPLEX WITH ALL THREE ELEMENTS AND THE INDUSTRY--' UNIVERSITY COMPLEX SINCE THESE TWO ARE SUBJECT TO A GREATER DEGREE OF COMMUNITY PLANNING.

PERSONNEL, FINANCING, SPACE, AND RESEARCH CONTRACTS ARE AMONG THE REQUIRED CONDITIONS. SOME PITFALLS TO AVOID ARE EXCESSIVE FRAGMENTATION, UNREALISTIC APPRAISALS, AND UNDERESTIMATING COMPETITION.

NINE GUIDELINES FOR ESTABLISHING A SCIENTIFIC COMPLEX ARE PRESENTED.

0117 MEYER, HH KAY, E FRENCH, JR, JR.
SPLIT ROLES IN PERFORMANCE APPRAISAL.'
HARVARD BUSINESS REVIEW, 43..123-129, JAN-FEB, 1965.
WORK-PLANNING, EVALUATICN-PERSONNEL

THE ARTICLE DISCUSSES A SERIES OF UNIQUE IN-COMPANY STUDIES CONDUCTED BY THE GENERAL ELECTRIC COMPANY SHOW-' ING THAT A NEW SYSTEP OF WORK PLANNING AND REVIEW WILL IMPROVE MANAGERS PERFORMANCE ON THE JOB BETTER THAN THE TRADITIONAL APPRAISAL METHODS HAVE DONE.

THE AUTHORS DISCUSS THE TRADITIONAL METHOD AND ITS PROBLEMS IN BOTH RATING PERFORMANCE AND PROVIDING INCENTIVE TO ACHIEVE GOALS. THE NEW WR+R PLAN IS SO CONSTRUCTED AS TO ENCOURAGE ACHIEVEMENT FOR IT PERMITS THE EMPLOYEE TO TAKE AN ACTIVE PART IN SETTING GOALS AND IN REVIEWING HIS PROGRESS TOWARD REACHING THE GOALS.

THE EMPHASIS IN THE NEW PLAN IS ON MUTUAL GOAL PLANNING AND PROBLEM SOLVING. WP+R DISCUSSIONS ARE HELD FREQUENTLY IN WHICH THE MANAGER AND HIS SUBORDINATE WORK WITH SPECIFICS, NOT THE BROAD GENERALITIES FOUND IN TRADITIONAL PERFORMANCE APPRAISALS.

0118 SALEH, SD.
A STUDY OF ATTITUDE CHANGE IN THE PRERETIREMENT PERIOD.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL 48-5..310-312, OCT, 1964.
SATISFACTION

TWO SEPARATE SETS OF FACTORS APPEAR IN THE PRERETIREES JOB ATTITUDE WHEN THEY REFER TO THEIR PAST EXPERIENCES IN MIDDLE AGE (30-55). JOB RELATED FACTORS PROVIDE SATISFACTION AND CONTEXT RELATED FACTORS DETERMINE DISSATISFACTION. WHEN SOURCES OF SATISFACTION WERE EXAMINED IN THE PRE-RETIREMENT PERIOD, THE DOMINANT EMPHASIS WAS ON THE CONTEXT-RELATED FACTORS. THIS CHANGE OF ATTITUDE WAS EXPLAINED IN VIEW OF THE JOB STRUCTURE.

CHOOSING MORE ATTAINABLE SOURCES ON THE JOB, THE CON-' TEXT RELATED IN CASE OF PRERETIREMENT, IS MORE SATISFYING THAN CHOOSING THE ONES WHICH BECOME MORE DIFFICULT TO AT-' TAIN, THE JOB-RELATED FACTORS.

SEVERAL TABULATIONS ARE SUPPLIED BY THE AUTHOR TO SUP-' PORT HIS VIEWPOINT.

0119 LOCKE, EA SMITH, PC ET. AL.
VALIDITY OF AREAS AND METHODS OF RATING JOB SATISFACTION
JOURNAL OF APPLIED PSYCHOLOGY, VOL 48-5..313-319, OCT, 1964.
SUPERVISION, PROMOTIONS

THE AUTHORS DESCRIBE THEIR STUDY TO DETERMINE THE CON-' VERGENT AND DISCRIMINANT VALIDITY OF 4 RATING METHODS AND 5 AREAS OF JOB SATISFACTION. A RATING METHOD EMPLOYING A SERIES OF 6 FACES RANGING FROM A SCOWL TO A SMILE AND A DIRECT GRAPHIC RATING METHOD WERE BEST ACCORDING TO A CRI-' TERIA OF CONVERGENT AND DISCRIMINANT VALIDITY.

ALL AREAS ADEQUATELY SATISFIED BOTH CRITERIA, BUT THE PAY, PROMOTIONS, AND SUPERVISION AREAS SHOWED SOMEWHAT GREATER DISCRIMINANT VALIDITY THAN THE WORK AND PEOPLE AREAS. THE GREATER APPROPRIATENESS OF THE CONVERGENT AND DISCRIMINANT CRITERIA, AS COMPARED TO OTHER POSSIBLE CRI-' TERIA, FOR DEMONSTRATING THE VALIDITY OF AREAS AND MEASURES OF JOB SATISFACTION IS DISCUSSED.

A NUMBER OF GRAPHS AND TABLES INDICATE VALIDITES AND CORRELATIONS FOUND THROUGH THIS STUDY.

0120 SVETLIK, B PRIEN, E BARRETT, G
JOB DIFFICULTY, EMPLOYEE ATTITUDE + SUPERVISORY RATINGS EFFECTIVENESS.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL 48-5..320-324, OCT, 1964.
SATISFACTION MORALE EFFECTIVENESS

USING CORRELATION TECHNIQUE, A STUDY WAS MADE OF RE-' LATIONSHIPS BETWEEN DIFFICULTY, ATTITUDE AND RATING. AS JOB DIFFICULTY INCREASED, JOB ATTITUDES WERE SIGNIFICANTLY MORE POSITIVE TOWARD JOB, MANAGEMENT, COMMUNICATION, AND ADVAN-' CEMENT OPPORTUNITY. PARTIAL CORRELATIONS SHOWED THAT RELA-' TIONSHIP BETWEEN JOB SATISFACTION AND DIFFICULTY INCREASED AS EFFECTS OF GENERAL MORALE WERE ELIMINATED.

SUPERVISORY RATINGS OF EMPLOYEE EFFECTIVENESS WERE SIGNIFICANTLY RATED (NEGATIVELY) TO EMPLOYEE SALARY AND JOB TENURE. EMPLOYEE ATTITUDE DIMENSIONS INDICATE INCREASING COMPLEXITY OF JOB CONTENT AND INCREASED CONTENT WITH PEOPLE AS A PART OF THE JOB, ARE POSITIVELY RELATED TO AN EMPLOYEES ATTITUDE TOWARD HIS JOB.

0121 BEDROSIAN, H.
ANALYSIS OF VOCATIONAL INTERESTS AT TWO LEVELS OF MANAGEMENT
JOURNAL OF APPLIED PSYCHOLOGY, VOL 48-5..325-329, OCT, 1964.

THE AUTHOR STUDIED DIFFERENCES IN THE VOCATIONAL IN-' TEREST OF TOP AND MIDDLE MANAGEMENT PERSONNEL OF A LARGE, MULTI-PLANT INDUSTRIAL CORPORATION. EACH SUBJECT WAS CLASSED ACCORDING TO LEVEL, FIELD, AND ROLE(LINE OR STAFF).

TOP MANAGEMENT MEN WERE FOUND TO HAVE A HIGHER SOCIO-' ECONOMIC LEVEL OF VOCATIONAL INTEREST THAN MIDDLE MANAGERS. CLARITY OF INTEREST PATTERNING WAS NOT RELATED TO WORK ROLE NOR, EXCEPT IN ONE CASE, WAS IT RELATED TO MANAGERIAL LEVEL OF WORK. NO DIFFERENCES WERE FOUND IN THE DECISIVENESS WITH WHICH TOP AND MIDDLE LEVEL SUBJECTS RESPONDED TO INTEREST--' TEST ITEMS.

0122 SCHULTZ, DG SIEGEL, AI
THE ANALYSIS OF JOB PERFORMANCE BY SCALING TECHNIQUES
JOURNAL OF APPLIED PSYCHOLOGY, VOL 48-5..329-335, OCT, 1964.
SUPERVISION

THE AUTHORS EXPLORED THE APPLICATION OF MULTIDIMEN-' SIONAL SCALING METHODS TO THE ANALYSIS OF JOB PERFORMANCE. EXPERIENCED NAVAL AVIATION ELECTRONICS TECHNICIANS DESIG-' NATED 18 TASKS AS CONSTITUTING THAT JOB AT THE ENTRY LEVEL. SIMILARITY BETWEEN ALL PAIRS OF THESE TASKS WERE JUDGED. THE RESULTING SCALED SIMILARITY ESTIMATES WERE ANALYSED BY STANDARD MULTIDIMENSIONAL SCALING TECHNIQUES.

THE WORK PERFORMED BY THESE TECHNICIANS AT JOB ENTRY WERE PERCEIVED BY SUPERVISORS AS INVOLVING FOUR BASIC DI-' MENSIONS. IT APPEARS TO BE FEASIBLE AND FRUITFUL TO APPLY MULTIDIMENSIONAL SCALING TECHNIQUES TO THE ANALYSIS OF JOB PERFORMANCE.

0123 WISHART, PB.
WANTED--200,000 TOP BUSINESS MANAGERS.'
MANAGEMENT REVIEW, VOL 54-3..4-14, MARCH, 1965.
RECRUIT, SELECT, MOTIVATE, EMPLOYEES

CONTINUED ECONOMIC GROWTH WILL CREATE IMPORTANT JOBS FOR TOP BUSINESS MANAGERS. QUALITY, RATHER THAN QUANTITY, IS OF GREATEST CONCERN. TECHNOLOGICAL CHANGE REQUIRES MANAGERS WITH A BROAD EDUCATION AND EXPERIENCE TO EXCERCISE LEADER-' SHIP OF SCIENTISTS AND ENGINEERS. TOP MANAGERS MUST ALSO BE EDUCATED TO ORGANIZE OR MOTIVATE EMPLOYEES WITH RISING EX-' PECTATIONS, AND TO SATISFY CUSTOMER DEMANDS.

THE KEY TO BUSINESS SUCCESS IN THE EXCITING AND HAZARDOUS FUTURE IS AN ADEQUATE SUPPLY OF INTELLIGENT, IMA-' GINATIVE, SOCIALLY CONSCIOUS, AND MORALLY COURAGEOUS BUSI-' NESS MANAGERS.

EDUCATION OF MANAGEMENT MEN IS CRITICIZED AND SOME SOLUTIONS PROPOSED SO THAT THIS INVALUABLE HUMAN RESOURCE WILL BE EQUAL TO ITS TASK.

0124 DAVIES, MBT
COMMUNICATIONS AND INTERNAL CONTROL.'
OHE INTERNAL AUDITOR FALL, 1964
BUDGET, PERFORMANCE-STANDARDS, ACCOUNTING

INTERNAL AUDITING IS A CHANNEL OF COMMUNICATIONS AND A MEANS OF KEEPING OTHER CHANNELS OPEN. ESSENTIALLY, INTERNAL CONTROL IMPLIES THE FORMULATION OF SOUND OPERATING POLICIES AND THE ASSURANCE THAT THESE POLICIES ARE PROPERLY PUT INTO EFFECT AND FOLLOWED. ACCOUNTING IS A PART OF THIS CONTROL, BUT IS SUPPLEMENTED BY OTHER PARTS OF THE ORGANIZATION. OB-' JECTIVES MUST BE FOLLOWED BY PLANS FOR ACHIEVEMENT, ORGANI-' ZATION OF RESPONSIBILITIES, STANDARDS OF PERFORMANCE, AND APPRAISAL OF RESULTS. COMMUNICATIONS, A DIFFICULT PROBLEM FOR ANY GROUP, IS INEXTRICABLY RELATED TO INTERNAL CONTROL AND IS VITAL TO THE REALIZATION OF THE GOALS OF CREATIVE EXECUTIVE CONTROL.

0125 BUCHANAN, PC.
HOW CAN WE GAIN THEIR COMMITMENT.'
PERSONNEL VOL 42-1..21-26, JAN-FEB, 1965.
GROUP ACCEPTANCE COMMUNICATION

IN THIS ARTICLE THE FINDINGS OF RECENT RESEARCH IN THE FIELD OF BEHAVIOURAL SCIENCE ON COMMUNICATIONS PROCESSES ARE DISCUSSED FROM THE ASPECT OF THE INTENTIONS OF THE SENDER, THE ROLE OF THE RECEIVER, AND THE RELATIONSHIP BETWEEN THE TWO. EACH OF THESE THREE POSITIONS IS EXAMINED.

FINDINGS INDICATE THAT UNDER COMPETITION, A GROUP DEMANDS MORE CONFORMITY FROM ITS MEMBERS, AND THIS TAKES THE FORM OF TOLERATING FEWER NEGATIVE COMMENTS ABOUT ONES OWN GROUP AND FEWER POSITIVE COMMENTS ABOUT THE COMPETING GROUP. ALSO EACH GROUP ACCENTUATES THE STRENGTHS OF ITS OWN POSITION AND THE WEAKNESSES OF THE OTHER. IN ADDITION, COMMENTS EXCHANGED BETWEEN REPRESENTATIVES OF COMPETING GROUPS TEND TO BECOME EXAGGERATED AND OVERLY HOSTILE.

THIS IN PART EXPLAINS WHY MANAGEMENT FINDS IT DIFFICULT TO GET COMMITTMENT FROM EMPLOYEES. HE SUGGESTS THE GROUPS SET UP SUBORDINATE GOALS-GOALS DESIRED BY BOTH GROUPS BUT WHICH CANNOT BE ATTAINED WITHOUT HELP FROM EACH OTHER.

0126 BATTEN, JD. SWAB, JL.
HOW TO CRACK DOWN ON COMPANY POLITICS.'
PERSONNEL VOL 42-1..8-16, JAN-FEB, 1965.

THERE ARE FEW ORGANIZATIONS WHERE POLITICKING DOES NOT EXIST. MEN ENGAGE IN COMPANY POLITICS BECAUSE THEY BELIEVE THEY CAN BEST ACHIEVE WHAT THEY WANT IN A DEVIOUS, INDIRECT WAY. NO ONE WILL ENGAGE IN THIS ACTIVITY IF THEY FEEL THEY WILL NOT BE ABLE TO GAIN ANY THING FROM IT. THE DETERMINING FACTOR IS THE ATTITUDE OF THE LEADER OF THE GROUP. THE LEADER WHO REACTS NEGATIVELY TO POLITICKING WILL BE ABLE TO KEEP SUCH ACTIVITY TO A MINIMUM.

IN ANY ORGANIZATION SOME SHREWD MANIPULATORS WILL DEVELOP. SOME OF THE COMMON EXPERTS LIKE THE YES MAN, THE CLIMBER, THE SHIRTTAIL CLINGER AND OTHERS ARE DESCRIBED.

FOR SUCCESS IN COMBATING THIS ACTIVITY THE MANAGER MUST RECOGNIZE THAT ITS EXTENT IS CONTROLLED BY HIM, DEMONSTRATE THAT POLITICS WILL NOT BRING BENEFITS, IDENTIFY POLITICAL SITUATIONS QUICKLY AND DEAL WITH THEM FIRMLY, AND CREATE THE NECESSARY ADMINISTRATIVE PROCEEDURES WITHIN THE ORGAN-' IZATION TO INSURE THAT PEOPLE WILL KNOW WHAT IS EXPECTED.

0127 JEWELL, WS.
RISK-TAKING IN CRITICAL PATH ANALYSIS.'
MANAGEMENT SCIENCE, VOL 11-3..438-443, JANUARY, 1965.
PERT, PLANNING-TECHNIQUE

IN MOST PERT SCHEDULING PROBLEMS, UNCERTAINTIES IN JOB DURATION ARE HANDLED BY A WAIT-AND-SEE FORMULATION WHICH ASSUMES THE SAMPLES OF DURATION ARE KNOWN AT SCHEDULING. MUCH ATTENTION HAS BEEN DEVOTED TO DISTRIBUTION OF MINIMAL' PROJECT TIME UNDER THESE ASSUMPTIONS.

THIS PAPER PROPOSES A HERE-AND-NOW FORMULATION IN WHICH THE MANAGER TAKES A RISK BY FIXING PROJECT EVENT TIMES BE-' FORE DURATIONS ARE KNOWN. BASED ON THE ALLOTTED TIME INTER-' VAL AND ACTUAL DURATION OF THE JOB, ADDITIONAL EFFORT MAY BE NECESSARY TO STAY ON SCHEDULE.

USING GENERAL ASSUMPTIONS, IT IS SHOWN THAT MINIMIZING THE AVERAGE TOTAL ADDITIONAL EFFORT NEEDED TO STAY ON SCHE-' DULE WILL RESULT IN COST-TIME SCHEDULING PROBLEMS OF THE +-M TYPE.

0128 TAYLOR, RG.
A LOOK AT PUBLISHED INTERIM REPORTS.'
THE ACCOUNTING REVIEW, VOL XL-1..89-97, JANUARY, 1965.
PROGRAM-EVALUATION

MR TAYLOR FEELS THAT THE INTERIM REPORT IS A FORGOTTEN REPORT AND WRONGLY SO. HE BEGINS HIS STUDY OF THIS STATE-' MENT WITH A HISTORY AND DISCUSSION OF THE EVOLUTION OF IT. PRESENT-DAY PRACTICE IS SURVEYED, WITH A RESULTING INDICA-' OION OF RATHER EXTENSIVE USE AND CONSTANT CHANGE.

THE INTERIM REPORT IS USEFUL TO BOTH ISSUER AND RE-' CIPIENT, AND PARTICULARLY TO THE FINANCIAL ANALYST, IN ADE-' QUATE AND PROPER EVALUATION DURING THE YEAR AND EFFECTIVE PLANNING. THESE REPORTS ALSO CREATE PROBLEMS--SEASONALITY AND ESPECIALLY INTERIM INCOME MEASUREMENT.

A UNIQUE PROPOSAL BY DR. D. GREEN FOR CHANGES IN IN-' TERIM REPORTING IS BRIEFLY SUMMARIZED.

RESEARCH INTO INTERIM INCOME MEASUREMENT IS RECOMMENDED FOR THE ACADEMIC ACCOUNTANT. CAREFUL CONSIDERATION OF THE PUBLISHED INTERIM REPORTS BY INDUSTRIAL ACCOUNTANTS IS SUG-' GESTED. INCLUSION OF THIS REPORT IN THE AUDIT, FOR FORM AND CONTENTS, IS PROPOSED FOR THE PROFESSIONAL ACCOUNTANT.

0129 FIFE, D.
SCHEDULING WITH RANDOM ARRIVALS AND LINEAR LOSS FUNCTIONS.'
MANAGEMENT SCIENCE, VOL 11-3..429-437, JANUARY, 1965.
CLIENT, CASELOAD-MANAGEMENT

THE PROBLEM UNCER CONSIDERATION INVOLVES SCHEDULING OF THE PROCESSING OF AN INITIAL QUEUE OF JOBS AND SUBSEQUENT POISSON ARRIVALS ON A SINGLE PROCESSOR. EACH JOB TO BE PRESENT INCURS A LOSS WHICH INCREASES LINEARLY WITH ITS WAITING TIME. THE SCHEDULING ALGORITHM IS SOUGHT WHICH MIN-' IMIZES THE AVERAGE RATE OF EXPECTED LOSS OVER INFINITE TIME.

IT IS SHOWN THAT IF STATISTICAL EQUILIBRIUM EXISTS FOR THE TOTAL LOSS OF AN INDIVIDUAL ARRIVAL, THE OPTIMAL SCHE-' DULE MINIMIZES THE EXPECTED TOTAL LOSS OF A SINGLE ARRIVAL, AND IS GIVEN BY THE SCHEDULING RULE WHICH APPLIES WHEN THERE ARE NO ADDITIONAL ARRIVALS.

0130 PARIKH, SC JEWELL, WS.
DECOMPOSITION OF PROJECT NETWORKS.'
MANAGEMENT SCIENCE, VOL 11-3..444-459, JANUARY, 1965.
CRITICAL-PATH SCHEDULING

THE ARTICLE CONSIDERS CRITICAL-PATH NETWORKS USED FOR PLANNING AND SCHEDULING PROJECTS OF WELL-DEFINED SEQUENCES OF INDIVIDUAL ACTIVITIES. THE NETWORK FOR A MAN-ACTIVITY PROJECT IS DIFFICULT TO PREPARE AS A SINGLE UNIT AND STORE IN THE HIGH SPEED MEMORY OF A DIGITAL COMPUTER. IF A NUM-' BER OF PROJECTS ARE WEAKLY INTER-RELATED BY COMMON ACTIVI-' TIES, EFFICIENT SCHEDULING OF ALL THE PROJECTS BECOMES QUITE DIFFICULT.

THIS PAPER PRESENTS A METHOD TO TEAR OR DECOMPOSE A PROJECT NETWORK INTO SEVERAL SUBNETWORKS, SCHEDULE THESE AND THEN MERGE THEM. A COMPUTATIONAL ALGORITHM IS FIRST GIVEN FOR TIME-ONLY NETWORKS, THEN TWO FORMULATIONS FOR COST-TIME NETWORK OF PROJECT SUBJETWORKS.

FLOW CHARTS, DIAGRAMS, GRAPHS AND EQUATION SCHEDULES AID EXPLANATION AND UNDERSTANDING.

0131 KING, WR
A STOCHASTIC PERSONNEL-MODEL.'
OPERATIONS RESEARCH, VOL 13-1..67-81, JANUARY-FEBRUARY, 1965
ASSIGNMENTS, SATISFACTION

PERSONNEL ASSIGNMENT DECISIONS INVOLVE A PERFORMANCE

PREDICTION OF JOB SUCCESS USING TAX RESULTS, ETC.(AND B THE DETERMINATION OF OPTIMAL ALLOCATIONS OF INCIVIDUALS TO JOBS. A MODEL IS DEVELOPED THAT INTEGRATES THESE TWO PHASES AND OBVIATES THE THEORETICAL DIFFICULTIES INTRODUCED BY THEIR INDEPENDENT APPLICATION. ONE FORM OF THE MODEL REQUIRES VALUE MEASUREMENTS THAT ARE BEYOND THE SCOPE OF CURRENT TECHNIQUES, MAKING IT NECESSARY TO PRESENT INFORMATION CON-' DITIONS THAT MAY REDUCE THE LEVEL OF THE REQUIRED VALUE REQUIREMENTS.

0132 SCHODERBECK, PP
PERT--ITS PROMISES AND PERFORMANCE.'
MICHIGAN BUSINESS REVIEW, VOL XVII, NO 1..25-32, JANUARY, 65
PROGRAM, EVALUATION
PERT IS THE PROGRAM EVALUATION AND REVIEW TECHNIQUE, ONE OF THE MORE USEFUL, BETTER KNOWN, AND WIDELY ACCEPTED NEW PLANNING AND CONTROL TOOLS. THE AUTHOR PROVIDES A SHORT HISTORY OF PERT, MOST USED IN RESEARCH AND DEVELOPMENT, AND CONSTRUCTION. BASICALLY, PERT IS CONCERNED WITH FORMULATION OF A SEQUENTIAL NETWORK CONSISTING OF THE TOTALITY OF ACTIVITIES REQUIRED FOR IMPLEMENTING THE FINAL OBJECTIVES. THIS NETWORK IS A FLOW DIAGRAM CONSISTING OF THE ACTIVITIES AND EVENTS WHICH MUST BE ACCOMPLISHED TO REACH THE PROGRAM OBJECTIVES, SHOWING SEQUENCES OF ACCOMPLISHMENT, INTERDE-' PENDENCIES AND INTERRELATIONSHIPS. IT SERVES AS A DEVICE FOR BOTH COMMUNICATION AND CONTROL, AND IS PARTICULARLY USEFUL IN PLANNING.
THREE TIME ESTIMATES ARE USUALLY NECESSARY. THE AUTHOR EXPLAINS AND ILLUSTRATES THESE, AS WELL AS A CRITICAL PATH AND SLACK DETERMINATION. SIMULATION IS POSSIBLE THRU PERT, ALTHOUGH THE METHOD DOES HAVE PROBLEMS AND LIMITATIONS.

0133 SILBERMAN, CE
WHAT HIT THE TEENAGERS.'
FORTUNE 71..130-133+, APRIL, 1965.
UNSKILLED-WORK, UNEMPLOYMENT
THIS THIRD ARTICLE IN A SERIES ON TECHNOLOGY AND THE LABOR MARKET DISCUSSES THE PROBLEM OF TEENAGE UNEMPLOYMENT.
THE AUTHOR DISCUSSES THE OFFICIAL EXPLANATIONS OF HOW THE PROBLEM CAME ABOUT AND WHAT IT PORTENDS. SECRETARY OF LABOR WILLARD WIRTZ SUGGESTS THAT TECHNOLOGICAL CHANGE IS CHIEFLY RESPONSIBLE. EXPLANATIONS OF THIS NATURE ARE CALLED INADEQUATE BY SILBERMAN WHO FINDS THAT A CAREFUL ANALYSIS OF JOB STATISTICS DOES NOT BEAR IT OUT.
THE DEMAND FOR UNSKILLED BLUE-COLLAR WORKERS HAS BEEN RISING RECENTLY AND THE JOBS THAT MACHINES DO ELIM-' INATE ARE MOSTLY THE DEAD-END SORT--PINSETTERS AND MES-' SENGER BOYS, ETC. THUS, THE REAL PROBLEM IS THAT TEENAGE JOB SEEKERS HAVE BEEN ENTERING THE LABOR MARKET AT A HIGH-' ER RATE THAN EVER BEFORE, MARRIED WOMEN ARE SEEKING JOBS IN UNPRECEDENTED NUMBERS, AND THE ECONOMY HAS FAILED TO GROW AT A PACE SUFFICIENT TO ABSORB ALL WOULD-BE WORKERS.

0134 GOETZ, BE
AVOIDING MANAGERIAL OBSOLESCENCE.'
CALIFORNIA MANAGEMENT REVIEW 7..91-96, SPRING, 1965.
INFORMATION-SYSTEM, EVALUATE, DECISION-MAKING
THIS ARTICLE, BY A NOTED MANAGEMENT SCHOLAR, EVALUATES SELECTED PUBLICATIONS ON SUBJECTS OF VITAL INTEREST TO ALL EXECUTIVES IN THEIR EFFORTS TO KEEP UP WITH TODAY S EXPLOSIVE CULTURE WIDE CHANGES.
HE DISCUSSES AND GIVES REFERENCES ON THE FIVE STATE-' MENTS LISTED HERE..
FIRST, MANAGERS ARE DOING BETTER AND CAN DO BETTER STILL IN ADVANCING TECHNOLOGY.
SECOND, MANAGERIAL DECISION MAKING IS ENTERING A NEW ERA.
THIRD, MANAGERIAL INFORMATION SYSTEMS NEED MODERN-' IZATION.
FOURTH, THE BEHAVIORAL SCIENCES ARE APPROACHING A BASIC REVISION OF HUMAN RELATIONS AND MOTIVATION.
FIFTH, THE SOCIAL RESPONSIBILITIES OF MANAGEMENT ARE PRESSING FOR RECOGNITION.

0135 HIRSCH, WZ
TRANSFORMATION OF NEW KNOWLEDGE FOR ECONOMIC GROWTH.'
CALIFORNIA MANAGEMENT REVIEW 7..85-90, SPRING, 1965.
RETRIEVING, INFORMATION
ORGANIZED KNOWLEDGE TRANSFORMATION IS LIKELY TO BECOME A MAJOR BRANCH OF INDUSTRY. THE AUTHOR BELIEVES THAT THE REWARDS TO COMPANIES IN TERMS OF INCREASED PROFITS AND TO THE NATION IN TERMS OF BETTER LIVING AND FULLER EMPLOYMENT CAN BE LARGE.
GOVERNMENT HAS A GREAT RESPONSIBILITY IN THE UTILIZATION OF NEW KNOWLEDGE. THIS STEMS FROM THE DOMINANT ROLE OF GOVERNMENT IN KNOWLEDGE CREATION AND FROM THE GOVERNMENT MUST FINANCE SOME OF THE LARGER PROJECTS SUCH AS DEFENCE AND SPACE RESEARCH.
PRIVATE INDUSTRY ALSO HAS A RESPONSIBILITY, THAT OF RETRIEVING INFORMATION AND APPLYING IT.
THUS, FOR A SUFFICIENT KNOWLEDGE TRANSFORMATION PROGRAM, WE MUST HAVE A JOINT EFFORT BY GOVERNMENT, INDUSTRY, AND UNIVERSITIES TO WORK COOPERATIVELY ON THE PROJECT.

0136 FOGEL, W
WAGE ADMINISTRATION AND JOB RATE RANGES.'
CALIFORNIA MANAGEMENT REVIEW 7..77-84, SPRING, 1965.
SALARY, INCOME
ALTHOUGH NOT WIDELY RECOGNIZED, WAGE RATE RANGES ESTABLISH ACTUAL LEVELS AND RATES OF CHANGE OF EARNINGS FOR MOST EMPLOYEES. THEREFORE, THE AUTHOR FEELS THAT MANAGERS SHOULD UNDERSTAND THE INTENDED AND UNINTENDED CONSEQUENCES OF THESE RANGES.
THE AUTHOR DISCUSSES THE LABOR MARKET WHICH DOES PRESSURE FOR SOME WAGE DIFFERENTIAL, ALTHOUGH THIS IS USUALLY NOT SUFFICIENT TO REQUIRE RANGES WHICH CORRESPOND TO THE FULL RANGE OF WORKER QUALITY. THIS RATIONALE WILL ENSURE THAT ADEQUATE QUANTITIES AND QUALITIES OF LABOR WILL BE AVAILABLE AT ALL TIMES.
THE INTERNAL INFLUENCE OF PERFORMANCE ON RANGES AND ITS CONSEQUENCES ARE CONSIDERED. CULTURAL EXPECTATIONS AND THE INFLUENCE OF THESE ANTICIPATED RANGES IS ALSO PRESENTED.
THE PROBLEM OF WHICH ONE OR COMBINATION OF THESE RATIONALES TO USE IS ONE PECULIAR TO EACH FIRM.

0137 SCHEER, WE
CAN ALWAYS INVENT A MILKING MACHINE BUT WE STILL NEED A COW
JOURNAL OF DATA MANAGEMENT 3..42-47, MARCH, 1965.
COMPUTERIZATION, EDP, DATA-PROCESSING
A SOMEWHAT DIFFERENT APPROACH TO DATA PROCESSING IS PRESENTED BY THE AUTHOR, A PERSONNEL MAN, WHO DIS-' CUSSES MANY PERCEPTIVE OBSERVATIONS CONCERNING THE HUMAN AND SOCIAL PROBLEMS OF AUTOPATION.
HE DISCUSSES HOW THEY PUT THE COMPUTER PROGRAM INTO EFFECT WITHOUT IGNORING THE PEOPLE. THE BENEFITS AND PROBLEMS INVOLVED BY HAVING MACHINE ORIENTED EM-' PLOYEES ARE PRESENTED ALONG WITH TEN SUGGESTIONS FOR THE BENEFIT OF PLANS THINKING OF EMBARKING ON A COMPUTER COURSE OF ACTION OR WHO WANT TO COMPARE THEIR ALREADY EXISTING COMPUTER PROGRAMS.

0138 FEELY, JE
BATCHING PERIPHERALS FOR EFFICIENCY AND SAVINGS.'
JOURNAL OF DATA MANAGEMENT 3..20-24, MARCH, 1965.
FORECASTING, EDP, DATA-PROCESSING
THE AUTHOR DISCUSSES HOW THE CONCEPT OF BATCHING PERIPHERAL DATA PROCESSING EQUIPMENT FOR GREATER EFFICIENCY AND FLEXIBILITY HAS PRODUCED SUBSTANTIAL SAVINGS IN THE MARTIN COMPANY INVENTORY CONTROL SYSTEM.
THIS NEW INVENTORY CONTROL SYSTEM NOT ONLY HAS REDUCED PROCESSING COSTS, PROVIDED FASTER UPDATING OF RECORDS, IMPROVED FORECASTING TECHNIQUES, AND PROVIDED FASTER ACCESS TO VITAL INVENTORY DATA, BUT IT HAS ALSO PERMITTED THE APPLICATION OF VARIOUS MANAGEMENT CONTROLS.

0139 KIRKWOOD, MC
PROBLEMS IN CONVERSION.'
JOURNAL OF DATA MANAGEMENT 3..14-16, MARCH, 1965.
EDP, AUTOMATION
THE AUTHOR DISCUSSES SOME OF THE CONSIDERATIONS OF INSTALLING OR CONVERTING OF AUTOMATED EQUIPMENT. HE ASSUMES THAT THE SELECTION OF EQUIPMENT AND THE APPLICATIONS HAVE ALREADY BEEN DEFINED, THUS LIMITING HIS DISCUSSION TO USE, PERSONNEL, AND ADMINISTRATION PROBLEMS.
AN INSTALLATION PLAN, THE USE OF PART-TIME EMPLOYEES FOR CONVERSION, USE OF PROGRESS REPORTS, AND A PROGRAM TO INFORM EMPLOYEES OF JUST HOW THEIR JOB WILL BE AFFECTED BY THE COMPUTER, ARE SOME OF THE SOLUTIONS' OFFERED BY THE AUTHOR.

0140 MAGNIS, NE
MANAGEMENT AND THE EDP INSTALLATION.'
DATA PROCESSING MAGAZINE 7..48-51, MARCH, 1965.
INFORMATION-SYSTEM, DOCUMENTATION
MANAGEMENT SHOULD RECOGNIZE THE GREATEST COMPUTER CONTRIBUTION IS IN THE DEVELOPMENT OF MANAGEMENT CONTROL SYSTEMS. THE AUTHOR DISCUSSES HOW MANAGEMENT CAN MAKE A START IN THIS DIRECTION.
THREE AREAS IN THE INFORMATION AUTOMATION EFFORT REQUIRE CONSIDERATION. THEY ARE ORGANIZATION, PERSONNEL, AND ADMINISTRATION. ALSO DESERVING OF CONSIDERATION ARE SYSTEMS DESIGN, THE NEED TO DEVELOP CONTROLS, DOCUMENTATION, THE REWRITING OF COMPUTER PROGRAMS, AND OTHER SPECIFIC PROBLEMS WHICH ARE DISCUSSED BY THE AUTHOR.

0141 KAUDRY, HJ
THE ANALYST AND THE NEED FOR AN INTEGRATED APPROACH.'
DATA PROCESSING MAGAZINE 7..44-45, MARCH, 1965.
EDP, DATA-PROCESSING
THE AUTHOR DISCUSSES THE DIFFICULTIES IN DEFINING AN ELECTRONIC DATA PROCESSING ANALYST. HE ALSO PRESENTS A CASE STUDY WHICH ILLUSTRATES THE PROBLEMS WHICH A POORLY QUALIFIED ANALYST CAN CREATE. FROM THE EVIDENCE IN THE CASE STUDY, THE AUTHOR CONCLUDES THAT TO DERIVE OPTIMUM BENEFIT FROM COMPUTER EQUIPMENT, AN INTEGRATED APPROACH IS NECESSARY.

0142 MCMURRAY, RN
CLEAR COMMUNICATIONS FOR CHIEF EXECUTIVES.'
HARVARD BUSINESS REVIEW 43..131-147, MARCH-APRIL, 1965.
INFORMATION-SYSTEM
PRESIDENTS OFTEN RECIEVE FAULTY, INCOMPLETE, OR SLANTED INFORMATION, SAYS THE AUTHOR, WHO OFFERS AN ESCAPE FROM THIS PREDICAMENT. IN PRESENTING HIS SOLUTION, THE AUTHOR EXAMINES THE BARRIERS TO COMMUNICATION UPWARD, THE SOURCES OF ERROR IN DOWNWARD COMMUNICATION, THE MAJOR REMEDIES NEEDED TO IMPROVE THE PRESIDENT S ABILITY TO SEE AS A WHOLE, THE REORGANIZATION STEPS NEEDED TO IMPROVE THE OVER-ALL FUNCTION OF THE ORGANIZATION, AND THE PERSONAL CONFLICTS WHICH MUST BE OVERCOME IF THE PRESIDENT IS TO ESTABLISH CLEAR, COMPREHENSIVE, AND VALID CHANNELS OF COMMUNICATION WITH HIS PEOPLE AT ALL LEVELS.
TABLES INCLUDED IN THE ARTICLE PRESENT SOURCES OF ERROR COMMON IN MERIT RATING PROGRAMS, MANIFESTATIONS OF MANAGEMENT WEAKNESS, AND THE BEEHIVE ORGANIZATION CHART.
THE AUTHOR TELLS HOW AN EFFECTIVE INFORMATION SYSTEM CAN EVOLVE IF THE PRESIDENT HAS THE COURAGE TO USE IT.

0143 WESSEL, MR
LEGAL PROTECTION OF COMPUTER PROGRAMS.'
HARVARD BUSINESS REVIEW 43..97-106, MARCH-APRIL, 1965.

THE AUTHOR DISCUSSES THE SPECIFIC PROCEDURES AND MEASURES THAT MANAGEMENT SHOULD SUPPORT TO PROTECT ITS INVESTMENT IN COMPUTER PROGRAMS.
THE ARTICLE FOCUSES ON THE KINDS OF RIGHTS IN SUCH PROGRAMS THAT NEED TO BE PROTECTED, SIX GOOD TESTS OF WHETHER A PROGRAM QUALIFIES AS A TRADE SECRET AND WHAT A COMPANY CAN DO TO ASSURE THAT PROGRAMS MEET THOSE TESTS, AND THE USEFULNESS OF EMPLOYEE RESTRICTIVE AGREEMENTS, PATENT AND COPYRIGHT PROTECTION, AND ACTION BY INDUSTRY

ASSOCIATIONS.
THE SIX TESTS WHICH ARE FURTHER EXPLAINED IN THE ARTICLE ARE--IS THE PROGRAM REALLY SECRET, IS IT REALLY VALUABLE, WAS IT DEVELOPED AND OWNED BY THE COMPANY, WAS IT DIFFICULT TO DEVELOP, HAS IT BEEN COPIED, AND IS IT FAIR TO PROTECT THE PROGRAM.

0144 DANIEL, DR
TEAM AT THE TOP.'
HARVARD BUSINESS REVIEW 43..74-82, MARCH-APRIL, 1965.

THE COMBINED FORCES OF TECHNOLOGY, PRODUCT PRO-' LIFERATION, AND INTERNATIONALIZATION POINT TO A CHANGE IN TOP MANAGEMENT -- THE PLURAL CHIEF EXECUTIVE.
THE AUTHOR POINTS OUT HOW THIS NEW CONCEPT MAGNIFIES THE CAPACITIES OF THE TOP OFFICE TO DEAL WITH THE FULL RANGE OF ITS RESPONSIBILITIES. HE AGREES WITH PETER DRUCKER THAT THE IDEA OF A ONE-MAN CHIEF IS NOT ESSENTIAL, IN FACT, IT IS OFTEN THE CAUSE OF THE DIFFICULTIES IN THE CHIEF EXECUTIVE S JOB.
THE ELEMENTS OF A TEAM PLAN ARE PRESENTED AND THE ADVANTAGES AND DISADVANTAGES OF SUCH A PLAN ARE DISCUSSED.
ADVANTAGES DISCUSSED ARE THE EFFECTIVENESS OF THE TEAM IN MANAGING LARGE CORPORATIONS CHARACTERIZED BY A WORLD--' WIDE SCOPE OR A PROPENSITY TO CONSUME CAPITAL, THE MULTI-' PLYING OF TIME RESOURCES, PROVISION FOR SUCCESSION, AND THE RELIEVING OF ISOLATION AT THE TOP LEVEL OF MANAGEMENT.

0145 TWEDE, FL.
DECISION TABLES A TECHNIQUE FOR DOCUMENTING CONTROL SYSTEMS THE ARTHUR YOUNG JOURNAL FOL 12-3..11-15, JANUARY, 1965.
DOCUMENTING, DECISION-MAKING, PROGRAM-PLANNING
THIS ARTICLE DISCUSSES BRIEFLY THE MERITS OF FLOW CHART AND IN GREATER DETAIL, THE DEFICIENCIES WITHIN THEM. IT POINTS OUT THAT THE MOST SERIOUS DEFICIENCY IS THE DIFFICULTY OF CHARTING OPERATIONS INVOLVING SEVERAL ALTERNATIVE PROCEEDURES. THREE METHODS ARE DISCUSSED AS WAYS TO SOLVE THIS PROBLEM, AND AMONG THESE IS THE USE OF DECISION TABLES.
DECISION TABLES PRESENT COMPLEX DECISION LOGIC IN A TABULAR MANNER WHICH IS EASY TO VISUALIZE AND FOLLOW. THERE ARE THREE TYPES OF TABLES AND DISCUSSION IS CONFINED TO THE LIMITED ENTRY TABLE. TWO CHARTS ILLUSTRATE THE USAGE OF THIS THEORY. THE AUTHOR CONTENDS THAT THE TABLES ARE A MEANS OF SUPPLEMENTING FLOWCHARTS BY PRESENTING IN A CONCISE MANNER ANY INFORMATION THAT DOES NOT LEND ITSELF TO THE NARRATIVE TECHNIQUE.

0146 CATLIN, WL
INFORMATION RETRIEVAL.'
THE ARTHUR YOUNG JOURNAL VOL 12-3..16-22, JANUARY, 1965.

THIS ARTICLE EXAMINES THE OPERATIONS OF A CENTER WHOSE PURPOSE IS TO RECORD INFORMATION FOR VARIOUS AGENCIES OR GOVERNMENT OFFICES BY USING DATA PROCESSING METHODS. THE BASIC OPERATIONS OF THIS GROUP NOW CONSIST OF THE DEVELOP-' MENT OF MAGNETIC TAPE RECORDS OF TEXT MATERIAL AND THE RETRIEVAL OF SELECTIVE TEXT AS REQUESTED BY AN AGENCY VIA THE COMPUTER.
THE SERVICE OFFERED INCLUDES PAPER TAPE RECORDS FOR EACH WORD, CORRECTION OF ERRORS AND COMPILATION OF A COMPUTER VOCABULARY. AMONG OTHER PROBLEMS WHICH THE GROUP IS WORKING ON IS THE DEVELOPMENT OF A THESAURUS OF SYNONYMS FOR EASE IN KEYWORKING SEARCH REQUESTS. THE PRESENT TREND IN DATA PROCESSING TECHNOLOGY IS TOWARD LOWER COST MASS STORAGE DEVICES. THE PROCEEDURE USED BY THIS FIRM IS ILLUSTRATED BY SAMPLE TEXT AND VOCABULARY LISTS.

0147 WEINER, JB
MANAGEMENTS MEN IN THE MIDDLE.'
DUNS REVIEW VOL 85-4..38-39, APRIL, 1965.

THE PROBLEM POINTED UP IN THIS ARTICLE IS THE DISCREPANCY IN VIEWPOINT BETWEEN TOP AND MIDDLE MANAGEMENT REGARDING PROFIT AND INDIVIDUAL REWARD. TOO OFTEN MIDDLE MANAGERS HAVE FELT THEY HAD TO OPTIMIZE SHORT-TERM PROFITS OR LOSE THEIR POSITION. OFTEN THEIR STRATEGY WAS IN DIRECT CONFLICT TO THE COMPANY S LONG RANGE GOALS. NOW HOWEVER, THE DIVISION MANAGER MUST FORGET ABOUT THE CURRENT YEAR AND ACT IN LONGER-TERM INTEREST--SOMETIMES EVEN TO THE DETRIMENT OF HIS OWN OPERATIONS SHORT-TERM PERFORMANCE. MUCH OF THE COMPLEXITY OF THIS SITUATION CAN BE TRACED TO DECENTRALIZ-' ATION. ALSO, EVERYTHING IN A DIVISION MANAGERS EXPERIENCE TELLS HIM TO CONTINUE WORKING FOR SHORT-TERM DIVISIONAL AND PERSONAL REWARDS.
A NUMBER OF DIFFERENT EXECUTIVES EXPRESS THEIR FEELINGS ON THIS SUBJECT. SOME EXAMPLES OF SOLUTIONS AS TRIED BY DIFFERENT COMPANIES ARE PRESENTED.

0148 BERLEW, DE HALL, DT
THE MANAGEMENT OF TENSION IN ORGANIZATION.'
INDUSTRIAL MANAGEMENT REVIEW VOL 6-1..31-39, FALL 1964.

THE RESULTS OF THIS STUDY INDICATED THAT CONTRACT DISEQUILIBRIUM, OR THE DISCREPANCY BETWEEN COMPANY EXPECT-' ATIONS AND INDIVIDUAL CONTRIBUTIONS, TENDS TO DECREASE OVER TIME. THE RESULTS WERE USED AS EVIDENCE FOR THE PRESENCE OF HOMEOSTATIC FORCES IN ORGANIZATIONS.
IT WAS CONCLUDED THAT THESE FORCES TOWARD EQUILIBRIUM FACILITATE ORGANIZATION INTEGRATION OR SOLIDARITY, BUT THAT A MODERATE AMOUNT OF TENSION IS OPTIMAL FOR THE GRATIFI-' CATION OF EMPLOYEES HIGHER NEEDS.
THE PROCESS OF SETTING COMPANY EXPECTATIONS WAS EXAMINED, AND THE CONCLUSION DRAWN THAT COLLABORATIVE GOAL-- SETTING WILL CONTRIBUTE MORE TOWARD MEETING CONDITIONS NECESSARY FOR LONG-RANGE SURVIVAL THAN UNILATERAL GOALL SET BY THE ORGANIZATION.

0149 DITZ, G
THE INTERNAL-EXTERNAL DICHOTOMY IN BUSINESS ORGANIZATIONS.'
INDUSTRIAL MANAGEMENT REVIEW VOL 6-1..51-57, FALL, 1964.
SOCIAL-SYSTEMS

THIS PAPER IS BASED ON A RE-EXAMINATION OF CERTAIN DATA COLLATED ORIGINALLY IN A SERIES OF DISCRETE STUDIES FOR THREE BUSINESS ORGANIZATIONS. EXTERNAL OPERATIONS WERE DEFINED AS THOSE ACTIVITIES IN WHICH THE EMPLOYEES PRIMARY TASK REQUIRES DIRECTLY RELATING HIMSELF TO OTHER PEOPLE OUTSICE HIS COMPANY. ALL OTHER BUSINESS OPERATIONS OR FUNCTIONS ARE REFERRED TO AS INTERNAL.
THE INTERNAL-EXTERNAL POLARITY RESULTS FROM VARIENCES IN SOCIAL SYSTEMS RATHER THAN BUSINESS OBJECTIVES. THE INTERNAL SYSTEM IS DETERMINATE IN SO FAR AS ITS MEMBERS CAN BE EXPECTED TO ACT OUT PRESCRIBED ROLES. IT IS ASSOCIATED WITH TERMS SUCH AS ASCRIBED STATUS, BUREAUCRACY AND ORGAN-' IZATION MAN.
EXTERNAL SYSTEMS ARE INDETERMINATE AND OPEN, CANNOT BE RELIABLY DEFINED IN AN ORGANIZATION CHART AND ARE LESS AMENABLE TO PLANNING. HOWEVER, STRUCTURAL DIFFERENTIATION DOES NOT EXCLUDE A COMMON POLICY.

0150 RICO, L
ORGANIZATIONAL CONFLICT.'
INDUSTRIAL MANAGEMENT REVIEW VOL 6-1..67-79, FALL, 1964.

THIS PAPER IS DIRECTED AT A RE-EVALUATION OF CONFLICT AS IT PERTAINS TO HUMAN BEHAVIOR IN ECONOMIC ORGANIZATIONS. THE THESIS IS THAT IF THE HARMONY AND HAPPINESS ORGANI-' ZATIONAL ASSUMPTION IS DROPPED, TRADITIONAL ORGANIZATIONAL THEORY MUST BE REINTERPRETED AND REVISED. THE CONCEPTS OF AUTHORITY, HIERARCHY, UNITY OF COMMAND, AND UNIVERSALITY OF MANAGEMENT ARE CHALLENGED AND FOUND WANTING. THIS DISCUSSION ASSERTS THAT A MANAGEMENT SYSTEM IS CONTINGENT OR DEPENDENT UPON THE INTERNAL AND EXTERNAL VARIABLES IN ORGANIZATIONAL ENVIRONMENT.
HIS CONCLUSIONS SUPPORT HIS HYPOTHESES AND HE RECOMMENDS REEVALUATING PRESENT MANAGEMENT STYLE AND PLANNING FOR ADJUSTMENTS TO CHANGE. SINCE HARMONY AND STABILITY NEED NOT BE POSITIVE INDICATORS, THE CONCEPT OF ORGANIZATIONAL HEALTH MUST BE ALTERED. THE PATTERN OF ORGANIZATIONAL DIVERSITY AND ITS MANAGERIAL CONSEQUENCES IS AN EMERGENT SYSTEM WHICH WILL RESULT IN NEW THEORIES.

0151 ADAMS, V.
THE FORGOTTEN FIELD SALES MANAGER.'
DUNS REVIEW VOL 85-3..45-47, MARCH, 1965.
TRAINING, PROMOTING, SUPERVISORS
THE ATTITUDE TOWARD THE FIELD SALES MANAGER TODAY IS CHANGING. IT IS REALIZED THAT THE BEST SALESMAN IS NOT ALWAYS THE BEST SALES MANAGER. RATHER, THE IMPORTANCE IS BEING PLACED ON A MANAGER SKILLED IN SALES TRAINING. FIRMS ARE UNDERTAKING WHOLE TRAINING PROGRAMS FOR MANAGERS TO ENABLE THEM TO TRAIN THE SALESMEN WHO WILL WORK UNDER THEM. TWO OF THE TECHNIQUES USED ARE SENSITIVITY TRAINING AND PROGRAMMED LEARNING.
IN THE FUTURE, MANAGERS WILL CONTINUE TO BE SELECTED FROM THE SALES RANKS, BUT MORE CARE WILL BE EXERCISED IN PROMOTION. NEW WAYS OF REWARDING TOP SALESMEN WHO SHOULD NEVER BE MANAGERS WILL BE DEVISED. THE TREND TOWARD MANAGER TRAINING IS JUST BEGINNING. THE BIGGEST OBSTACLE IS THE SHORTAGE OF CAPABLE TRAINERS.

0152 ROBERTS, EB
NEW DIRECTIONS IN INDUSTRIAL DYNAMICS.'
INDUSTRIAL MANAGEMENT REVIEW VOL 6-1..2-12, FALL, 1964.
FEEDBACK
THIS ARTICLE REVIEWS THE BASES FOR AND GROWTH OF INDUSTRIAL DYNAMICS AND ATTEMPTS TO ASSESS ITS FUTURE. INDUSTRIAL DYNAMICS IS THE STUDY OF TOP MANAGEMENT PROBLEMS FROM A FEEDBACK CONTROL SYSTEMS POINT OF VIEW.
THREE PRINCIPAL CHANGES HAVE BEGUN TO COME ABOUT IN INDUSTRIAL DYNAMICS. TWO ARE IN THE AREA OF RESEARCH, ONE RELATES BROADLY TO THE NATURE OF APPLICATION. THE MAJOR EFFORT IS NOW BEING DIRECTED AT PROBLEMS OF DYNAMIC TRANSIENTS--ORGANIZATIONAL OR ECONOMIC CHANGES THAT APPEAR TO BE NONREPETITIVE. ANOTHER TOPIC UNDER DISCUSSION IS THE GREATER RECOGNITION OF THE INFLUENCE OF INTANGIBLE FACTORS ON TOP MANAGEMENT POLICY.
NEW DIRECTION IN THE USE AND APPLICATION OF INDUSTRIAL DYNAMICS INCLUDE TEACHING PROGRAMS, AND INCREASED FLOW OF PUBLICATIONS RESULTING IN GREATER AWARENESS. NEW CONSULTING ORGANIZATIONS HAVE BEEN CREATED TO MEET THE INDUSTRYS NEED AND INTEREST OVERSEAS IS GROWING.

0153 TELLA, A
LABOR FORCE SENSITIVITY TO EMPLOYMENT BY AGE AND SEX.'
INDUSTRIAL RELATIONS VOL 4-2..69-83, FEBRUARY, 1965.
TRAINING, EDUCATION, MINORITY-GROUP
THIS ARTICLE BUILDS ON AN EARLIER STUDY WHICH ATTEMPTED TO EXPLAIN ANNUAL FLUCTUATIONS IN MALE AND FEMALE LABOR FORCE PARTICIPATION RATES IN THE POSTWAR PERIOD ON THE BASIS OF CHANGING JOB OPPORTUNITIES AS REFLECTED IN THE BEHAVIOR OF EMPLOYMENT RELATIVE TO TEH WORKING AGE POPULATION.
THE ANALYSIS SUGGESTS THAT AS DEMAND EXPANDS IN THE YEARS AHEAD, THERE MAY BE LARGE INCREASES IN CERTAIN CATEGORIES OF THE LABOR FORCE. EMPLOYMENT MAY HAVE TO EXPAND MORE RAPIDLY IF UNEMPLOYMENT IS TO BE SIGNIFICANTLY REDUCED BASED ON THE RESULTS. THE AUTHOR SUGGESTS THAT MORE ATTENTION SHOULD BE GIVEN TO A VARIETY OF SPECIAL TRAINING AND EDUCATION PROGRAMS DESIGNED TO MEET THE NEEDS OF PARTICULAR GROUPS OF WORKERS IN THE POPULATION.

0154 KIRCHNER, WK
A BASIC FALLACY IN PERSONNEL TESTING.'
PERSONNEL VOL 42-1..50-52, JAN-FEB, 1965.
SELECTION, VALIDITY
THE WIDE USAGE OF TESTING BY PERSONNEL DEPARTMENTS AND THEIR COMPLETE RELIANCE ON THE RESULTS LEADS THE AUTHOR TO WONDER HOW MUCH THE PERSONNEL DIRECTOR KNOWS ABOUT THE VALIDITY AND INTERPRETATION OF THE PERSONALITY TESTS.
A BASIC FALLCY HE POINTS OUT, IS THAT MANY PERSONNEL MEN TEST ONLY THE GOOD PERFORMERS AND DO NOT GET A TRUE SAMPLE BY NOT TESTING A REPRESENTATIVE GROUP. IT IS ENTIRELY POSSIBLE THAT POOR PERFORMERS SCORE THE SAME AS GOOD

PERFORMERS. HE SHOWS THAT TEST DATA ARE MEANINGFUL IN SELECTION ONLY IF THEY CAN BE SHOWN TO DIFFERENTIATE BETWEEN INDIVIDUALS RANKED BY SOME CRITERION OF JOB PERFORMANCE, BECAUSE ANY TESTS WILL DIFFERENTIATE BETWEEN WIDELY DIVERSE OCCUPATIONAL GROUPS. THE TEST HAS TO SEPARATE THE COMPETENT PEOPLE FROM THE RELATIVELY INCOMPETENT WITHIN THE PARTICULAR OCCUPATIONAL GROUP CONCERNED, OR IT IS NOT A VALID TEST.

0155 PETRIE, DJ
THE PERSONNEL PROFESSIONALS--WHO NEEDS THEM.'
PERSONNEL VOL 42-1..66-70, JAN-FEB, 1965.
TRAINING, EDUCATION

THE CONCERN OF THE PERSONNEL MAN WITH HIS PROFESSIONAL STATUS IS MORE OF A HINDERANCE TO HIM THAN A HELP. THEY STYMIE THEIR GROWTH WITHIN THEIR FUNCTION AND ALSO PRECLUDE ANY POSSIBILITY OF BEING CONSIDERED FOR TOP MANAGEMENT RESPONSIBILITIES. THE REASON THIS POSSIBILITY IS NEVER CONSIDERED IS HE DOES NOT KNOW ENOUGH ABOUT THE REST OF THE BUSINESS BECAUSE HE HAS BEEN CONCENTRATING ALL HIS EFFORTS ON BECOMING A PROFESSIONAL PERSONNEL MAN.

THE TRAINING OF A PERSONNEL MAN IS PARTLY TO BLAME. THE QUALIFICATIONS OFTEN ASKED FOR INCLUDE AN ADVANCED DEGREE. BUT THE STUDIES ARE APT TO BE TOO LIMITING IN THEIR SCOPE. HE SHOULD HAVE AS BROAD AN EDUCATION AS POSSIBLE AND SHOULD TRY TO SEEK WORK IN OTHER AREAS OF BUSINESS BEFORE GOING INTO THE PERSONNEL DEPARTMENT.

0156 WALLIS, RH
MAKING BETTER USE OF THE NON-CONFORMIST.'
PERSONNEL ADMINISTRATION VOL 28-1..6-14, JAN-FEB, 1965.
TESTING, ROLE, FUNCTION

THE THEORY ADVANCED HERE IS THAT THE PERSONNEL MAN CAN UTILIZE PERSONALITY AND SITUATIONAL VARIABLES TO PLACE AND USE PEOPLE BETTER. HE BEGINS BY COMMENTING EXTENSIVELY ON THE BOOKS BY WHYTE, GROSS AND PACKARD WHICH DENOUNCE THE EMPHASIS ON CONFORMITY. HE THEN DEFINES AND USES AS EXAMPLES SEVERAL ASPECTS OF CONFORMITY. HE STATES THAT STATUS IS AN IMPORTANT FACTOR IN COMBATING CONFORMITY IN THAT IT BOLSTERS SELF-ESTEEM AND PROMOTES ACCEPTANCE IN THE GROUP IN THE FACE OF DEVIATIONS FROM GROUP NORMS.

A FEW OF THE BASIC POINTS MADE INCLUDE--NEITHER CONFRMITY OR NON-CONFORMITY IS BAD, PER SE, SITUATIONAL DETERMINANTS ARE AS IMPORTANT AS PERSONALITY AND THE IMPORTANT THING IS TO MAKE THE BEST USE OF THE INFORMATION GLEANED ABOUT A PERSON THROUGH TESTING.

0157 SCHONER, B HARRELL, TW
THE QUESTIONABLE DUAL LADDER.'
PERSONNEL VOL 42-1..53-57, JAN-FEB, 1965.
SATISFACTION, SALARY, PROMOTIONS

THIS STUDY WAS INITIATED TO DETERMINE WHETHER THERE IS ANY SIGNIFICANT DIFFERENCE IN MORALE BETWEEN TECHNICAL AND MANAGERIAL PERSONNEL, AND WHETHER THE DUAL LADDER IS SUCCESSFUL IN GIVING EQUAL RECOGNITION TO BOTH GROUPS. THE QUESTIONNAIRE WAS DESIGNED TO MEASURE FOUR DIMENSIONS OF MORALE, AS WELL AS ATTITUDES TOWARD THE DUAL LADDER AND HIGHER MANAGEMENTS RECOGNITION OF THE INDIVIDUALS CONTRI-' BUTION OT THE ORGANIZATION.

FOR THE MOST PART, THE RESPONSES OF THE TWO GROUPS WERE NOT STATISTICALLY SIGNIFICANT. HOWEVER, SIGNIFICANT DIFFERENCE SHOWED ON TWO ATTITUDE QUESTIONS--THE TECHNICAL PERSONNEL WERE MORE STRONGLY CONVINCED THEY WERE NOT PAID AS WELL AS MANAGERIAL PERSONNEL, AND A SIGNIFICANT MINORITY OF TECHNICAL PERSONNEL WERE DISSATISFIED WITH BEING ON THE TECHNICAL LADDER. THE STUDY SHOWED THAT THE DUAL LADDER FAILED TO PROVIDE EQUAL PRESTIGE AND COMPENSATION.

0158 LIPSTREU, O REED, KA
AUTOMATIONS IMPACT ON PERSONNEL--A CASE STUDY.'
PERSONNEL VOL 42-1..40-49, JAN-FEB, 1965.
EVALUATION, DECISION-MAKING

THIS STUDY OF ONE COMPANYS CHANGE TO AUTOMATION COVERED A ONE YEAR PERIOD BEFORE THE CHANGE AND A ONE YEAR PERIOD AFTER THE CHANGE. IT WAS CARRIED OUT BY MEANS OF CONTINUOUS IN-PLANT OBSERVATIONS AND THREE ATTITUDE SURVEYS. SOME OF THE ASSUMPTIONS ARE PRESENTED AND THE CONCLUSIONS DISCUSSED.

THE FINDINGS INDICATED THAT THE NEW PLANT WOULD ATTRACT MORE AND BETTER QUALIFIED PERSONNEL, BUT THAT TURN-OVER RATE INCREASED ALSO. THEY ALSO SHOWED THAT WHILE AUTOMATION REDUCED SKILL LEVELS, IT INCREASED THE NEED FOR DECISION MAKING ABILITY. ALONG WITH THIS THEY FOUND THAT NEW METHODS OF JOB EVALUATION IN PRICING MACHINE-TENDING JOBS IS NEEDED, AND THAT OPPORTUNITIES FOR PROMOTION ARE REDUCED.

THESE FINDINGS ARE ONLY HIGHLIGHTS FROM THE STUDY, BUT IT IS POSSIBLE THAT THEY ARE APPLICABLE IN OTHER CASES.

0159 FISHBURN, PC
DECISIONS WITH INCOMPLETE KNOWLEDGE OF PROBABILITIES
OPERATIONS RESEARCH, VOL 13-2..217-237, MARCH-APRIL, 1965.
SUBJECTIVE

THIS PAPER DISCUSSES THE APPLICATION OF PERSONALISTIC DECISION THEORY IN A TYPICAL SETTING OF DECISION MAKING UNDER UNCERTAINTY. THE CRITERION FOR CHOICE OF STRATEGY IS MAXIMIZATION OF EXPECTED UTILITY. IN THIS SETTING IT IS OFTEN DIFFICULT TO OBTAIN VERY PRECISE MEASUREMENTS OF THE DECISION MAKER S PROBABILITIES ON THE STATES OF NATURE.

THE AUTHOR PAYS PARTICULAR ATTENTION TO SEVERAL IMPRE-' CISE MEASURES OF PROBABILITY, INCLUDING SETS OF INEQUALITIES AND BOUNDS, AND SEE HOW THIS INFORMATION MAY BE USED TO DE-' TERMINE AN ORDERING OR PARTIAL ORDERING OF THE EXPECTED U-' TILITIES OF ALTERNATIVES.

THE PAPER CONCLUDES WITH PRACTICAL EXPLANATION OF OB-' TAINING THE MEASURES OF PROBABILITY PRESENTED HEREIN.

0160 FOX, PD
A THEORY OF COST-EFFECTIVENESS FOR MILITARY SYSTEMS ANALYSIS
OPERATIONS RESEARCH, VOL 13-2..191-201, MARCH-APRIL, 1965.
SELECTION, OPTIMISE, ANALYSIS

THIS PAPER PRESENTS A THEORETICAL BASIS FOR COST-EF-' FECTIVENESS ANALYSIS. IT IS ARGUED THAT, FREQUENTLY, A RANGE OF EFFECTIVENESS OR COST LEVELS MAY BE ACCEPTABLE TO WHOEVER MUST DECIDE WHICH, IF ANY, MILITARY SYSTEM SHOULD BE AC-' QUIRED. THE ANALYSTS FUNCTION IS TO PRESENT A SCHEDULE OF ALTERNATIVES, NOT TO OPTIMISE IN RECOMMENDING SELECTION OF A PARTICULAR METHOD.

THE FORMULATION OF THE SCHEDULE IS DISCUSSED WHERE COST AND EFFECTIVENESS ASSOCIATED WITH EACH ALTERNATIVE ARE SEEN AS RANDOM VARIABLES.

THE PAPER CONCLUDES WITH SOME GENERAL OBSERVATIONS RE-' LATING TO MILITARY SYSTEM SELECTION.

0161 STULL, RA
THE MEANING OF MONEY.'
PERSONNEL JOURNAL VOL 44-4..187-188, APRIL, 1965.
INCENTIVES, MOTIVATION, SALARY

PERSONNEL PECPLE SHOULD LEARN THE MEANING OF MONEY--NOT JUST AS A MEDIUM OF EXCHANGE, BUT IN ITS PSYCHOLOGICAL ASPECT, AS A SYMBOL OF OTHER THINGS THE EMPLOYEE WANTS.

EMPLOYEES WANT THEIR COMPENSATION TO REFLECT THEIR RESPONSIBILITIES. THEY ARE INTERESTED IN FAIR PLAY BASED ON MERIT.

ALTHOUGH RESEARCH HAS BEEN SCARCE IN THE AREA O FMONEY MATTERS, THE RESULTS OF A FEW DO STAND OUT. THESE ARE THAT 1. INCENTIVE PLANS WORK BECAUSE MEETING THE QUOTA KEEPS THE FOREMAN AWAY, SETTING A QUOTA MAKES A GAME OF WORK, AND PRODUCING AT A BRISK PACE IS LESS TIRING. 2. TRADITIONAL MOTIVATORS ARE NOT AS IMPORTANT TO ENGINEERS, ACCOUNTANTS, AND SCIENTISTS. 3. YOUNG MANAGERS ARE MORE INTERESTED IN READY CASH THAN IN OPTIONS AND OTHER PLANS. THESE FINDINGS ARE ALL IMPORTANT FROM THE VIEW POINT OF THE PERSONNEL MAN.

0162 MAIER, MRF
DISCIPLINE IN THE INDUSTRIAL SETTING.'
PERSONNEL JOURNAL VOL 44-4..189-192, APRIL, 1965.
SUPERVISORS

THAT DISCIPLINE IN INDUSTRY IS NECESSARY IS INDISPUTABLE. BUT ITS ADMINISTRATION MAY OFTEN BE ATTENDED BY UNDESIRABLE SIDE EFFECTS. WHAT THESE SIDE EFFECTS ARE AND HOW THEY CAN BE OVERCOME IS THE THEME OF THIS PAPER.

THIS FIRST SUCH EFFECT IS THAT IT MAY FRUSTRATE THE INDIVIDUAL CAUSING SUCH BEHAVIOR AS HOSTILITY, REGRESSION, AND FIXATION. ANOTHER EFFECT IS THAT THE PERSON MAY MAKE THE WORNG ASSOCIATION. ANOTHER NEGATIVE ASPECT OF DISCIPLINE IS ITS NONCONSTRUCTIVE APPROACH TO BEHAVIOR, IN THAT PEOPLE ARE TAUGHT WHAT NOT TO DO, AND IS DETRIMENTAL TO CONSTRUC-' TIVE THINKING.

THE AUTHOR FINDS THAT THE SUPERVISORS WHO ARE MOST EFFECTIVE ARE THE ONES WHO ARE THE MOST CONSIDERATE OF PEOPLE. BUT THESE ARE THEVERY ONES WHO ARE LEAST INCLINED TO CARRY OUT THE DISCIPLINARY ACTION THAT IS ESTABLISHED AT THE TOP.

0163 BASSETT, GA
MANAGER AND CANDICATE.'
PERSONNEL VOL 42-2..8-16, MARCH-APRIL, 1965.
INTERVIEW EMPLOYMENT APPLICANT RECRUIT

THIS AUTHOR DEFINES INTERVIEWING AS KNOWING WHAT YOUR OWN POINT OF VIEW IS AND BEING ABLE TO FIND OUT WITH SOME ACCURACY WHAT THE OTHER PARTY S POINT OF VIEW SEEMS TO BE. AN INTERVIEWER MAY BE ABLE TO ASCERTAIN A CANDICATES ABILITY IN A CERTAIN ASPECT OF THE JOB BY DIRECT QUESTIONING, BUT HE MAY NOT BE ABLE TO DETERMINE HOW MUCH VALUE THE CANDIDATE PLACES ON THAT ASPECT. THEREFORE, THE EMPLOYMENT INTERVIEW MUST STILL BE BASED UPON A PERSONAL RELATIONSHIP OF SOME KIND WHERE BASIC UNDERSTANDING AND COMPATIBILITY IS ASSURED.

EVEN WITH ALL THE TECHNIQUES AVAILABLE THERE ARE PLENTY OF OBSTACLES BETWEEN INTERVIEWER AND APPLICANT TO VIEW A BIT HAZY. WHAT IS IMPORTANT THEN IS A BROAD APPRECIATION OF BOTH YOUR OWN AND THE OTHER FELLOWS POINT OF VIEW. THE IDEA THAT DIFFERENCES ARE BAD SHOULD BE UNACCEPTABLE. ANOTHER OBSTACLE TO A CLEAR VIEW IS THE LIMITATION OF PERSPECTIVE AND EXPERIENCE. LEARNING TO KNOW PEOPLE IS A FULLY EXPLORATORY ACTIVITY.

0164 LESLY, P
EFFECTIVE MANAGEMENT AND THE HUMAN FACTOR.'
JOURNAL OF MARKETING 29..1-4, APRIL, 1965.
PUBLIC-RELATIONS, ATTITUDES

THE AUTHOR CLAIMS THAT THE MAJOR PROBLEMS FACING BUSINESS TODAY ARE MOSTLY INTANGIBLE, IMMEASURABLE, AND NOT SUBJECT TO FACTUAL ANALYSIS. THESE PROBLEMS ARE IN THE MINDS OF MEN, WORKER ATTITUDES, CUSTOMER AND DEALER REACTIONS, INVESTOR ATTITUDES, AND PUBLIC REACTIONS TO THE COMPANY, ITS POLICIES, ADVERTISING, AND PRODUCTS.

THERE APPEARS TO BE A GREAT NEED FOR THE REALIZATION THAT THE PRACTICAL-MINDED MAN MUST ALWAYS MAKE A SPECIAL EFFORT TO SEEK OUT THE FACTS THAT CANNOT BE MEASURED. ALSO NEEDED IS AN AWARENESS OF WHAT THE INTANGIBLES ARE AND THEIR NATURE AND OF THEIR IMPORTANCE IN DETERMINING THE RESULTS OF ANY POLICY, PROGRAM, OR ACTION. FINALLY, THERE IS A NEED TO KNOW HOW TO DIRECT THE COURSE OF ATTITUDES, TO PERSUADE, INFLUENCE, INFORM, PROSELYTIZE, OR AT LEAST RECONCILE THE PEOPLE WITH WHOM WE DEAL.

0165 WEISBROD, BA
SOME PROBLEMS OF PRICING AND RESOURCE ALLOCATION IN A HOSPITAL
JOURNAL OF BUSINESS 38..18-28, JANUARY, 1965.

THIS ARTICLE IS AN ANALYSIS OF TWO ASPECTS OF THE HOSPITAL INDUSTRY--THE STRUCTURE OF ROOM PRICES AND THE INSTABILITY OF DEMAND.

CONCERNING ROOM PRICES, THE AUTHOR DISCUSSES SOME EFFECTS OF DISTORTIONS OF ROOM-RATE STRUCTURES RESULTING9 FROM THE INFLUENCE OF BLUE CROSS PLANS THAT ARE DEVELOPED IN CONJUNCTION WITH HOSPITALS. TABLES ARE INCLUDED WHICH GIVE OCCUPANCY RATES BY TYPE OF ROOM AND OPERATING COSTS BY TYPES OF ROOM.

IN THE SECTION ON THE INSTABILITY OF DEMAND, THE AUTHOR CLAIMS THAT ALTHOUGH THE DEMAND FOR SERVICES OF A SINGLE HOSPITAL MAY BE UNSTABLE THROUGH TIME, THE HOSPITALS SHOULD TAKE ADVANTAGE OF THE GREATER STABILITY OF INDUSTRY DEMAND IN THE AREA NOT BEING SEIZED IN ITS EFFORTS TO REDUCE COSTS.

METHODS FOR REDUCING THE INSTABILITY ARE ALSO CONSIDERED. TABLES GIVE OCCUPANCY RATES.

0166 PORTER, LW HENRY, PM.
JOB ATTITUDES IN MANAGEMENT--VI. PERCEPTIONS OF THE IMPOR-'
TANCE OF CERTAIN PERSONALITY TRAITS AS A FUNCTION OF LINE VERSUS STAFF TYPE OF JOB.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL 48-5..305-310, OCT, 1964.

IN A QUESTIONAIRE STUDY, OVER 1800 MANAGERIAL RESPOND-'
ENTS RANK-ORDERED 5 OTHER-DIRECTED OR ORGANIZATION MAN SONALITY TRAITS AND 5 INNER-DIRECTED TRAITS IN TERMS OF THEIR IMPORTANCE FOR JOB SUCCESS. RESPONSES WERE TABULATED BY 3 TYPES OF MANAGERIAL POSITIONS--LINE, COMBINED LINE--' STAFF, AND STAFF.

RESULTS SHOW THAT STAFF MANAGERS PLACED RELATIVELY MORE EMPHASIS ON THE OTHER-DIRECTED TRAITS AND LESS EMPHASIS ON THE INNER-DIRECTED TRAITS THAN DID LINE MANAGERS. MANAGERS IN COMBINED LINE-STAFF JOBS WERE INTERMEDIATE BETWEEN THE OTHER TWO GROUPS IN THEIR RESPONSES.

CONCLUSIONS OF THE AUTHORS ARE SUPPORTED BY TABLES TABULATING THE RESPONSES OF MANAGERS SURVEYED.

0167 KUNKEL, J. H.
VALUES AND BEHAVIOR IN ECONOMIC DEVELOPMENT.'
ECONOMIC DEVELOPMENT AND CULTURAL CHANGE VOL 13 NO 3 APRIL 65 PP 257-277
ATTITUDES

THIS ARTICLE ANALYZES AND EMPHASIZES THE ROLE OF THE INDIVIDUAL IN ECONOMIC PROGRESS AND SOCIAL CHANGE. IN THE PAST THIS WAS IGNORED. THE TWO IMPORTANT QUESTIONS ARE - WHAT ARE THE DETERMINANTS OF HUMAN BEHAVIOR, WHAT IS THE RELATIONSHIP BETWEEN THE INDIVIDUAL AND THE SOCIETAL CON-' TEXT. PSYCHODYANMICS AND BEHAVIORAL APPROACHES ARE THE TWO MAJOR MODELS USED TODAY. IF BEHAVIOR IS TO BE CHANGED, THE CHARACTERISTICS OF THE INTERNAL STATE MUST BE CHANGED FIRST.

THE MEANINGS AND APPLICATIONS OF VALUES, ATTITUDES, PERSONALITY ARE TREATED. EXAMPLES OF BEHAVIORAL ANALYSIS ARE INDIAN VALUES AND ECONOMIC DEVELOPMENT, VALUES AND CHANGES IN THE PERUVIAN ANDES, THE ARGENTINE VALUE ORIENTATION AND ECONOMIC DEVELOPMENT. MC CLELLANDS PRINCIPLE OF N--ACHEIVE-' MENT IS ILLUSTRATED. THE BEHAVIORAL PREREQUISITES OF ECONO-' MIC DEVELOPMENT INCLUDE SAVING OF MONEY, INVESTMENT OF SAV-' INGS, RISK--TAKING, AND ECONOMIC INNOVATION.

0168 HEMING, G. E.
WHAT DOES HANDWRITING REVEAL
BANKING VOL 58-3 SEPTEMBER 1965 2
SELECTION, EVALUATING, GRAPHOLOGY

THIS INTERESTING ARTICLE POINTS OUT THAT THE SCIENTIFIC STUDY OF HANDWRITING CAN BE A USEFUL TOOL IN DETECTING FOR-' GED DOCUMENTS AND A VALUABLE AID IN BANK CREDIT AND PERSON-' NEL DEPARTMENTS. ANALYSIS OF THE SLANT AND PRESSURE OF WRITING, STROKE FORMATION, LETTER SPACING, AND CHARACTER STROKES GIVE CLUES TO A PERSONS PERSONALITY.

THESE GRAPHOANALYSIS PRINCIPLES ARE BEING APPLIED IN EMPLOYEE SELECTION. HANDWRITING TESTS CAN BE ADMINISTERED MORE SATISFACTORILY THAN MANY OTHER TYPES OF TESTS.

FORGERY DETECTION IS ANOTHER FIELD IN WHICH GRAPHOAN-' ALYSIS IS BECOMING POPULAR. TELL--TALE EVIDENCES ENABLE THE EXPERT TO JUDGE THE AUTHENTICITY OF SIGNATURES. ANALYSIS OF HANDWRITING HELPS APPRAISE CREDIT RISKS BY EVALUATING A PERSONS CHARACTER. GRAPHOANALYSIS WHICH HAS LONG BEEN THE VICTIM OF SKEPTICS HAS FINALLY GAINED RECOGNITION AS AN AUTHENTIC INDICATOR.

0169 OLNEY, P. B., JR.
THE SUCCESSFUL TRAINING OF MANAGEMENT TALENT
BANKING VOL 58-3 SEPTEMBER 1965 2
COUNSELING, SUPERVISOR

MR. OLNEY TALKS ABOUT THE INCREASES IN BANKING SERVICES EFFECTS ON BANK MANAGEMENT. PROGRAMS OF MANAGEMENT DEVELOP-' MENT FOR EXISTING MANAGERS AS WELL AS FOR NEW TRAINEES ARE APPEARING. DEFINEABLE GUIDEPOSTS HELP IDENTIFY GOOD MANAG-' MENT POTENTIAL. A RESOURCEFUL, PERSUASIVE MAN WITH PROFES-' SIONAL KNOWLEDGE IS WHAT MANAGEMENT WANTS.

MOST FAILURES COME WHEN ORGANIZATIONAL AND INDIVIDUAL NEEDS AND OBJECTIVES ARE SEGREGATED. GOOD TECHNIQUES CAN BE TAUGHT IN MANY WAYS. THE MANAGER NEEDS BASIC INFORMATION AND COMMUNICATION WITH OTHER MANAGERS. MANAGEMENT CHARAC-' TERISTICS CAN BE DEVELOPED THROUGH COUNSELING, UNDERSTUDIES, COURSES, AND POSITION ROTATION. A DEVELOPMENT PROGRAM WILL ASSURE CAPABLE MANAGEMENT EVEN WHEN KEY EXECUTIVES SERVICES ARE SUDDENLY LOST.

0170 FREEDGOOD, S.
THE CHURNING MARKET FOR EXECUTIVES.'
FORTUNE VOL72-3 SEPTEMBER 1965 6
RECRUIT

THIS ARTICLE EMPHASIZES THAT CAPABLE EXECUTIVES HAVE NEVER BEEN IN GREATER DEMAND THAN TODAY. MANAGEMENT--RICH FIRMS HAVE GONE OUTSIDE THEIR RANKS TO RECRUIT SEASONED EXECUTIVES. EXECUTIVE--RECRUITING FIRMS HAVE GROWN IN NUMBER FROM DOZENS TO HUNDREDS. SALARIES MATCH THE MUSHROOMING DEMAND FOR MANAGEMENT TALENT AND THE SUPPLY IS SCARCE. THE EXECUTIVE HIMSELF, USUALLY STABLE, HAS BECOME MORE UNSETTLED AS HE BECOMES CONSCIOUS OF NEW OPPORTUNITIES. SINCE ONE POLICY DECISION CAN CHANGE HUNDREDS OF EXECUTIVE JOBS, TODAY THE EXECUTIVE HAS ABANDONED LOYALTY TO HIS CORPORATION AND HAS BECOME LOYAL TO HIS PROFESSION INSTEAD. CHIEFLY, HE WILL TAKE A NEW JOB FOR ITS CHALLENGE, BUT SALARY, OPTIONS, AND FRINGE BENEFITS SWEETEN THE OFFER. IT SEEMS TRUE THAT A NEW AURA OF PROFESSIONAL SELF--CONFIDENCE AND SECURITY IS MOVING INTO THE EXECUTIVE SUITE, REPLACING THE USUAL RISK AND INSECURITY.

0171 ROETHLISBERGER, F. J.
THE FOREMAN--MASTER AND VICTIM OF DOUBLE TALK
HARVARD BUSINESS REVIEW VOL 43-5 SEPTEMBER-OCTOBER, 1965 15
SUPERVISE

THIS REPUBLISHED ARTICLE IS CONCERNED WITH THE FOREMANS DILEMMA. HE HAS BECOME A VICTIM OF TECHNOLOGY WITH FORCES PUSHING ON ALL SIDES OF HIM CAUSING INSECURITY. THE MODERN FOREMAN NEEDS MORE KNOWLEDGE, BUT IN RETURN HE RECEIVES LESS AUTHORITY. HE HAS BECOME MANAGEMENTS PUPPET.

THE SCOPE OF INTERACTIONS WITH PEOPLE CAUSE THE MOST PROBLEMS FOR FOREMEN. HE MUST RELATE HIMSELF SUCCESSFULLY WITH HIS SUPERIORS, DEPARTMENT HEADS, SUBORDINATES, STAFF SPECIALISTS, AND HIS WORKERS. HE MUST BE LOYAL TO MANAGEMENT WITHOUT BEING DISLOYAL TO WORKERS. HE IS PLACED BETWEEN THE FORMAL SOCIAL PROCESSES OF THE ORGANIZATION AND THE INFORMAL SOCIAL PROCESSES OF HUMAN ACTIVITY.

THESE RIGIDITIES OF INDUSTRYS SOCIAL STRUCTIRE ARE THE CONCERN OF NEW MANAGEMENT WHOSE GOAL IS TO IMPROVE SOCIAL COMMUNICATIONS IN INDUSTRY AND BREAK DOWN RIGID BARRIERS IN ORDER TO ACHIEVE A NEW SOCIAL ORGANIZATION IN BUSINESS. THIS SHOULD BE A PARTIAL ANSWER TO THE PROBLEMS OF THE FOREMAN.

0172 DIEBOLD, J.
WHATS AHEAD IN INFORMATION TECHNOLOGY.'
HARVARD BUSINESS REVIEW VOL 43-5 SEPTEMBER-OCTOBER 1965 7
RETRIEVAL, INFORMATION-SYSTEMS, DATA

DIEBOLD DISCUSSES AN INFORMATION REVOLUTION WHICH WILL VASTLY AFFECT MANAGEMENT PRACTICES. COMPUTERS HAVE PUT BUS-' INESS ON THE THRESHOLD OF THIS REVOLUTION. MARKETS FOR INFORMATION SYSTEMS HAVE SKYROCKETED AND EXPENDITURES WILL INCREASE ALONG WITH PERFORMANCE IMPROVEMENT.

SYSTEMS WILL BE MORE VERSATILE, WILL REFLECT EVENTS AS THEY OCCUR, WILL BE LESS COSTLY, WILLPROVIDE INSTANTANEOUS ACCESS TO MANAGERIAL DATA, WILL HAVE NEW STORAGE AND PRO-' CESSING CAPABILITIES, WILL EMPHASIZE DATA RETRIEVAL, AND WILL MAKE GREAT IMPROVEMENTS IN MAN--MACHINE COMMUNICATIONS.

THESE POINTS WILL FORM THE BASIS OF THE INFORMATION REVOLUTION. INFORMATION TECHNOLOGY DEVELOPMENTS WILL DRAS-' TICALLY CHANGE BOTH WHAT A COMPANY DOES AND HOW IT IS DONE, AND THE TASK FOR THE MANAGEMENT TEAM IS TO APPLY NEW INFOR-' MATION DEVELOPMENTS TO ITS COMPANY EFFECTIVELY.

GRAPHS.

0173 FIEDLER, F. E.
ENGINEER THE JOB TO FIT THE MANAGER.'
HARVARD BUSINESS REVIEW VOL 43-5 SEPTEMBER-OCTOBER 1965 8'
ROLE, FUNCTION, LEADERSHIP-STYLE, TRAINING

THIS ARTICLE STATES THAT IN ORDER TO KEEP A GOOD MAN-' AGEMENT STAFF, FIRMS SHOULD TRY TO MAKE JOBS FIT A MANAGERS LEADERSHIP STYLE, INSTEAD OF DEMANDING THAT HE FIT HIS STYLE TO THE JOB. THE LEADER OPERATES EITHER BY TELLING PEOPLE WHAT TO DO OR BY INVOLVING THEM IN PLANNING THE TASK.

A SUGGESTED METHOD FOR DETERMINING THE TYPE OF LEADER-' SHIP STYLE CALLED FOR IN DIFFERENT SITUATIONS IS TO MEASURE THE CRITICAL DIMENSIONS OF LEADER--MEMBER RELATIONS, TASK STRUCTURE, AND POSITION POWER. BY FITTING THE JOB TO THE MAN IN THIS WAY, THE COSTLY TASK OF RETRAINING CAN BE ELIMINATED

THIS METHOD CAN BE HELPFUL TO BUSINESSES NOW TRYING TO ATTRACT AN INCREASINGLY LARGE NUMBER OF INTELLIGENT, WELL--TRAINED MEN. IT IS CLEAR THAT MANAGEMENT CAN CHANGE THE FAVORABLENESS OF A LEADERSHIP SITUATION MORE EASILY THAT IT CAN TRANSFER LEADERS FROM ONE JOB TO ANOTHER.

GRAPHS.

0174 ANDERSON, T. H.
COORDINATING STRATEGIC AND OPERATIONAL PLANNING.'
BUSINESS HORIZONS VOL 8 NO 2 SUMMER, 1965 7PAGES
COMMUNICATION

STRATEGIC PLANNING, INVOLVING DECISIONS CONCERNING A FIRMS TECHNOLOGICAL BASE, MANAGERIAL SKILLS, AND GROWTH PROCESSES, MUST BE PERFORMED IN CLOSE RELATIONSHIP WITH OP-' ERATIONAL, SOMETIMES CALLED FUNCTIONAL, PLANNING. BROAD DIFFERENCES EXIST BETWEEN THE TWO, BUT THE PROBLEMS CREATED CAN BE RESOLVED, AND THE EFFORTS OF THE PLANNING UNITS CAN BE BLENDED.

THIS ARTICLE INCLUDES A REVIEW OF THE BASIC ASPECTS AND IMPORTANT DIFFERENCES BETWEEN THE TWO TYPES OF PLANNING, AN ANALYSIS OF THE MAJOR PROBLEMS OF COORDINATED MANAGEMENT PLANNING CREATED BY THE DIFFERENCES, AND SUGGESTIONS OF AP-' PROACHES FOR ACHEIVING EFFECTIVE WORKING RELATIONSHIPS BE-' TWEEN THE TWO PLANNING ACTIVITIES.

IF THE GENERALLY ACCEPTED METHODS FOR IMPROVING COM-' MUNICATION AMONG SPECIALIZED UNITS WITHIN MANAGEMENT STRUC-' TURE ARE EMPLOYED, THE COMPETITION AND CONFLICTS BETWEEN THE TWO PLANNING GROUPS CAN BE MORE EASILY HELD TO MINIMAL LEVEL

0175 FOX, W. M.
UNEMPLOYMENT AND THE UNEMPLOYABLES.'
BUSINESS HORIZONS, VOL 8 NO 2 SUMMER, 1965 14 PAGES
TRAINING, EDUCATION

CURRENT DATA DO NOT SUPPORT EITHER COMPLACENCY OR DES-' PERATION IN AN APPRAISAL OF THE UNEMPLOYMENT PROBLEM. THE PROBLEM IS REALLY A COMPLEX OF INDIVIDUAL PROBLEMS THAT CAN AND SHOULD BE DEALT WITH IN THE FRAMEWORK OF OUR EXISTING INSTITUTIONS AND ECONOMIC WAY OF LIFE.

THIS ARTICLE EXPLAINS UNEMPLOYMENT STATISTICS AND TRENDS INCLUDING TECHNOLOGICAL UNEMPLOYMENT, THE TWISTING OF DEMAND OF THE LABOR FORCE, AND PREDICTIONS OF TOMORROWS PATTERN OF DEMAND. IT FURTHER DESCRIBES TODAYS UNEMPLOYABLES AND SUMMARIZES PRESENT METHODS OF DEALING WITH THESE PEOPLE IN TERMS OF PROMISING METHODS, SUCH AS EDUCATION AND TRAIN-' ING, AND POOR METHODS, SUCH AS FEATHERBEDDING, SHORTENING THE WORKWEEK, SEVERANCE PAY, AND RELOCATION. THE ADEQUACY OF EXISTING AGENCIES DEALING WITH UNEMPLOYMENT IS DISCUSSED.

IT IS FELT THAT INDUSTRY HAS THE SKILLS, MOTIVATION, AND MANY OF THE FACILITIES FOR CARRYING OUT AN EFFECTIVE PROGRAM OF ACCOMMODATION FOR ITS DISPLACED WORKERS.

0176 MEE, J. F.
IDEATIONAL ITEMS / SYNERGISTIC EFFECT.'
BUSINESS HORIZONS, VOL 8 NO 2 SUMMER, 1965, 3 PAGES
WORK-ASSIGNMENT, ROLE, FUNCTION

BEHAVIORAL SCIENTISTS AND ORGANIZATIONAL PLANNERS HAVE FOUND THE CONCEPT OF SYNERGY USEFUL IN EXPLAINING THE IMPACT OF AN ORGANIZATIONAL SYSTEM ON HUMAN BEHAVIOR. A SYNERGY OCCURS BY THE UNITED ACTIONS OF ELEMENTS PRODUCING A GREATER EFFECT THAN THE EFFECT OF THE ELEMENTS WORKING INDEPENDENTLY

THE UNITED EFFORTS OF A GROUP WITH AN OBJECTIVE INSTEAD OF A WORK ASSIGNMENT CAN RESULT IN A SYNERGISTIC EFFECT FOR GREATER PRODUCTIVITY AND ACHIEVEMENT.

WITH THIS TYPE OF SYSTEM, ALL MEMBERS OF THE GROUP ARE ORIENTED TOWARD THE OBJECTIVE OR TOTAL RESULTS POSSIBLE IN-' STEAD OF PRESCRIBED ROUTINES OF WORK, ALL ENJOY THE SELF-- ESTEEM OF A ROLE ASSIGNMENT INSTEAD OF FOLLOWING AUTHORITA-' TIVE WORK PROCEDURES AND A CONSTRAINING JOB DESCRIPTION, EACH IS PERMITTED TO WORK AT THE HIGHEST AND BEST USE OF HIS KNOWLEDGE, SKILLS, AND VALUE SYSTEM.

C177 THOMPSON, WM. KEMPER, E. L.
PROBABILITY MEASURES FOR ESTIMATED DATA.'
THE ACCOUNTING REVIEW, VOL 40, NO 3, JULY, 1965, 5 PAGES
DECISION-MAKING, SUBJECTIVE

ARTICLE PROVIDES A GENERAL FRAMEWORK FOR CONVERTING SUBJECTIVE ESTIMATED DATA INTO THAT OF MORE SIGNIFICANCE AND FOR COMBINING INDIVIDUAL ESTIMATES INTO A MORE MEANINGFUL TOTAL. IN UTILIZING THIS APPROACH, MANAGEMENT WOULD BE ADD-' ING A NEW DIMENSION TO THE DATA UTILIZED IN DECISION MAKING.

THE BASIS FOR THE FRAMEWORK IS THE CONVERSION OF SUB-' JECTIVE ESTIMATES INTO PROBABILITY DISTRIBUTIONS--SUBJECTIVE ESTIMATES OCCURRING EITHER IN YOUR EXPECTED VALUE OR IN YOUR MEASURE OF VARIABILITY OF THE ESTIMATE. FOR THE PURPOSE OF COMBINING DATA, THREE THEORMS WERE PRESENTED AND USED IN AN EXAMPLE.

C178 ALLEN, L. A.
LEADERS WHO FAIL THEIR COMPANIES.'
BUSINESS HORIZONS, VOL 8 NO 2 SUMMER 1965, 8 PAGES
LEADERSHIP-STYLE

SEVERAL WELL--KNOWN COMPANIES ARE FACING LEADERSHIP CRISES AND THE PRINCIPALS ARE TOO DEEPLY INVOLVED TO UNDER-' STAND WHAT IS HAPPENING.

ORGANIZATIONS DEVELOP IN THREE STAGES, AND EACH STAGE DEMANDS A DIFFERENT STYLE OF LEADERSHIP. STRONG NATURAL LEADERS HAVE THE QUALITIES FOR BUILDING THE ORGANIZATION, BUT OFTEN THEY CANNOT CHANGE THEIR STYLE TO ACCOMMODATE THE GROWING COMPANY. DURING THE TRANSITION STAGE, THE ORGANIZA-' TION HAS OUTGROWN THE LEADERSHIP OF SOME STRONG INDIVIDUALS AT THE TOP. INTUITIVE LEADERSHIP BECOMES INADEQUATE BECAUSE OF THE INABILITY OF THE LEADER TO DO AND BE EVERYTHING FOR THE GROUP HE LEADS.

A MATURE COMPANY REQUIRES MATURE LEADERSHIP AS FOUND IN THE MANAGEMENT LEADER WHO HAS LEARNED TO DISCIPLINE HIS NATURAL LEADERSHIP STYLE AND TO CONCENTRATE UPON THE PER-' FORMANCE OF WORK THAT WILL ENABLE HIM TO GET MOST EFFECTIVE RESULTS THROUGH AND WITH OTHERS.

C179
ADULT EDUCATION IN SINGAPORE, 1950-61.'
FOREIGN EDUCATION DIGEST VOL 28 NO 4 APRIL-JUNE 64 PP 345-7
TRAINING

THIS DIGEST DISCUSSES THE ACTIVITIES AND ACHIEVEMENTS IN THE ADULT EDUCATION PROGRAMS BEGINNING WITH THE FORMATION OF THE SINGAPORE COUNCIL FOR ADULT EDUCATION IN 1950. THE FIRST AIM WAS TO CONDUCT EVENING CLASSES FOR YOUTHS AND ADULTS IN THE ENGLISH AND CHINESE LANGUAGES. CLASSES WERE HELD IN GOVERNMENT AND GOVERNMENT--AIDED SCHOOLS. IN 1951, CLASSES WERE CONDUCTED IN ENGLISH, CHINESE, MALAY AND TAMIL.

CLASSES WERE ALSO ORGANIZED AT HIGHER LEVELS THAN THE PRIMARY SCHOOL LEVEL. 1952 MANY COURSES WERE OFFERED IN SPEECH TRAINING, ECONOMICS, FILM APPRECIATION, LABOR PROB-' LEMS, TRADE UNIONISM, SOCIAL PSYCHOLOGY, MUSIC APPRECIATION, CHINESE CULTURE, AND MANY OTHERS. ADULT EDUCATION TEACHERS HAD TO BE TRAINED AND QUALIFIED. ADULT EDUCATION WORK IN-' CREASED A GREAT DEAL IN 1957. NEW CHANGES WERE INTRODUCED BY THE NEW POLITICAL PARTY IN 1959. MALAY WAS MADE THE NATIONAL LANGUAGE. BY 1960 CLASSES IN ENGLISH, CHINESE, AND TAMIL REMAINED STATIC, BUT ENROLLMENT IN MALAY DROPPED STEEPLY.

C180
LITERACY VILLAGE - FROM A SCHOOL TO A TEN-ACRE CAMPUS
FOREIGN EDUCATION DIGEST VOL 28 NO 3 JANUARY-MARCH 64, 3 PP
TRAINING, EDUCATIONAL

THIS DIGEST DESCRIBES LITERACY ACHIEVEMENT IN INDIA AS A RESULT OF THE INITIATIVE OF A 72-YEAR OLD AMERICAN WOMAN, MRS. MELTHY FISHER WHO STARTED A SMALL LITERACY CLASS AT A VERANDA IN ALLAHABAD, INDIA, IN 1953. THE LITERACY HOUSE MOVED TO LUCKNOW IN 1958 AND IT INCLUDES OFFICES, CLASSROOMS A LIBRARY, AN OUTDOOR THEATER, A WORKSHOP, A CAFETERIA, STUDENT HOSTELS, AND STAFF QUARTERS.

THE MAIN PROGRAM IS FOR TRAINING OF TEACHERS WHO GO OUT TO TEACH THEIR ILLITERATE CITIZENS. THESE MERCHANTS OF LIT-' ERACY COME FROM DIFFERENT WALKS OF LIFE. STRESS IS ON FUNCTIONAL LITERACY AND NOT MERELY ON ABILITY TO READ. IM-' PROVEMENT OF AGRICULTURE, HEALTH, CIVIL RIGHTS AND RESPON-' SIBILITIES ARE TAUGHT. A SPECIAL KIT SUPPLIED BY CARE IS USED. GRANTS COME FROM FORD FOUNDATION AND OTHER EDUCATIONAL ORGANIZATIONS. THE LITERACY HOUSE ALSO CONDUCTS 16 EXPERI-' MENTAL ADULT SCHOOLS AND WORKSHOPS FOR RESEARCHERS.

0181 NYLEN, D. STOUT, J. A.
LEADERSHIP TRAINING IN AFRICA.'
ADULT LEADERSHIP VOL 14 NO 1 MAY, 1965, 5 PAGES
EDUCATION

THIS ARTICLE DISCUSSES THE SCOPE OF TRAINING GIVEN TO LEADERS IN GHANA, NIGERIA, UGANDA, TANGANYIKA, AND KENYA THROUGH LEADERSHIP LABORATORIES, WORKSHOPS IN STAFF DEVEL-' OPMENT AND HUMAN RELATIONS, BEGUN IN 1960. PARTICIPANTS IN THE WORKSHOPS COME FROM GOVERNMENT, BUSINESS, EDUCATION, AND COMMUNITY SERVICE. AFRICA NEEDS TRAINED LEADERSHIP TO BIND TOGETHER TECHNOLOGICAL DEVELOPMENT, NATURAL RESOURCES, AND LABOR TO PRODUCE DESIRABLE ECONOMIC AND SOCIAL DEVELOPMENTS.

THE LEADER MUST BE TRAINED TO COPE WITH PROBLEMS OF BLENDING TRADITIONAL VALUES AND SYSTEMS OF WORK AND TRADE WITH PRESENT REQUIREMENTS WITHOUT DISRUPTING THE SOCIETY. HE MUST USE HIMSELF AND HIS PERSONAL RESOURCES AND MUST BE ABLE TO WORK IN HARMONY WITH OTHERS. THE CONTENT AND METHOD USED IN THE TRAINING INVOLVE PSYCHOLOGY, SOCIOLOGY, AND ANTHRO-' POLOGY. THE PROGRAM DOES NOT TELL PARTICIPANT WHAT TO DO BUT IT HELPS AND ENCOURAGES HIM TO ANALYZE HIS OWN PROBLEMS OF BUILDING AN EFFECTIVE GROUP AND DEFINING PRACTICAL GOALS.

C182 HUNSAKER, H. C.
ADULT EDUCATION IN TURKEY.'
ADULT LEADERSHIP VOL 13 NO 9 MARCH 65 PP. 281-282, 304

THIS ARTICLE ANALYZES THE GROWTH OF ADULT EDUCATION IN TURKEY SINCE THE ESTABLISHMENT OF THE REPUBLIC IN 1923. FOR SIX YEARS FOLLOWING THE ADOPTION OF THE NEW ALPHABET IN 1928, CLASSES WERE MADE COMPULSORY FOR PERSONS UP TO AGE 45. THE ATTACK ON ILLITERACY WAS REINFORCED IN 1940. ILLITERACY RATE DROPPED FROM 93 PERCENT IN 1920 TO 60 PERCENT IN 1960. ILLITERACY AMONG FEMALES IS GREATER THAN AMONG MALES. THE CENSUS OF 1960 SHOWED THAT MORE THAN 75 PERCENT OF FEMALES AND 46 PERCENT OF MALES WERE ILLITERATE. THERE WAS AN IN-' CREASE OF 1.8 PERCENT IN THE ILLITERACY RATE BETWEEN 1955 AND 1960 BECAUSE THE EDUCATION SYSTEM COULD NOT CATCH UP WITH INCREASE IN POPULATION.

THE ARTICLE MAKES USE OF STUDY DONE BY DR. EASTMOND AND ANALYZES AND COMPARES LITERACY BY AGE GROUPS BETWEEN 1955 AND 1960. THE 25 PROVINCES IN EASTERN TURKEY WERE THE LEAST LITERATE. IT USES FIGURES TO COMPARE GENERAL EDUCATION LEV-' ELS AND EXPENDITURES IN TURKEY AND UNITED STATES OF AMERICA.

C183 GILLETT, A. N.
COMMUNITY SCHOOLS IN THE PHILIPPINES
BULLETIN OF THE OXFORD UNIVERSITY INSTITUTE OF ECONOMICS AND STATISTICS, VOL 26 NO 3 AUGUST 64, PP 213-216
ECONOMICS EDUCATION

THIS ARTICLE ILLUSTRATES WITH MANY EXAMPLES HOW THE SCHOOL SYSTEM IN THE PHILIPPINES HAS TURNED TO BE VERY ECO-' NOMIC TO THE COMMUNITY. ALL THE VILLAGE SCHOOLS FORMED INTO COMMUNITY SCHOOLS IN 1950. FOUR PRINCIPLES ARE USED BY EACH SCHOOL. THE SCHOOL DRAWS ON THE COMMUNITY TO IMPROVE ITS TEACHING. IT CONDUCTS A SURVEY OF THE NEEDS OF THE VILLAGE IN SUCH FIELDS AS FARMING, HEALTH, HOME INDUSTRIES, RECREA-' TION. IT ASSISTS THE COMMUNITY BY ENGAGING IN PRACTICAL AC-' TIVITIES TO MEET NEEDS. AND IT BASES ITS CURRICULUM ON THOSE NEEDS. IN ORDER TO HELP DIMINISH THE LACK OF PROTEINS, THE SCHOOL STARTED REARING OF FAST-GROWING FISH, TILAPIA, AND SUCCESSFULLY PERSUADED VILLAGERS TO BEGIN FISH-FARMING. THE CHILDREN HELP FARMERS TO KEEP THEIR PIGS UNDER CONTROL. THE CHILDREN LEARN CITIZENSHIP FASTER BY DOING. THIS SYSTEM WOULD WORK VERY WELL IN MANY DEVELOPING NATIONS.

C184 ANDREWS, R. B.
ECONOMIC PLANNING FOR SMALL AREAS. THE PLANNING PROCESS.'
LAND ECONOMICS, VOL 39 NO 3 AUGUST 63, PP 253-264
URBAN, RURAL

THE ARTICLE DESCRIBES VARIOUS PHASES AND STEPS IN ECO-' NOMIC PLANNING OF THE METROPOLITAN COUNTY, URBAN AND RURAL COUNTIES THAT MIGHT COMPOSE THE PLANNING AREAS OF A STATE. THE CHARACTERISTICS OF ECONOMIC OPTIMUM ARE ADJUSTMENT OR ADAPTATION AND PERSONAL ECONOMIC WELFARE. THE ATTAINMENT OF THE LATTER REQUIRES ECONOMIC BALANCE WITHIN AN AREA.

THE PROCESS OF ECONOMIC PLANNING IS DIVIDED INTO IN-' DUSTRIAL DEVELOPMENT, RESOURCE DEVELOPMENT, AND INSTITU-' TIONAL DEVELOPMENT. INDUSTRIAL DEVELOPMENT PLANNING SHOULD BE BASED ON A PRIORITY SYSTEM SUCH AS EXISTING ECONOMY DOM-' INANT MATURE CORE, SELECTED SUB-DOMINANTS, NEW INDUSTRY-FIRM ADDITIONS TO PRESENT INDUSTRY TYPES, AND DEVELOPMENT OF NEW INDUSTRY TYPES. RESOURCE DEVELOPMENT INVOLVES LOCAL PHYSICAL RESOURCES, HUMAN RESOURCES, AND PHYSICAL ENVIRONMENT. IN-' STITUTIONAL DEVELOPMENT INVOLVES PROPERTY TAX ASSESSMENT SYSTEMS, LOCAL GOVERNMENT REORGANIZATION, STANDARDS OF PUB-' LIC EDUCATION AND RESEARCH PROBLEMS. CHART INCLUDED.

0185 EDITORIAL COMMITTEE
EXPANSION IN THE LABOR MARKET.'
FEDERAL RESERVE BULLETIN, VOL 51-9, SEPTEMBER, 1965, 14 PP.
UNEMPLOYMENT

THIS ANALYSIS OF THE LABOR MARKET EMPHASIZES THAT INCREASES IN EMPLOYMENT IN 1965 HAVE BEEN THE LARGEST SINCE THE EXPANSION BEGAN IN 1961 AND HAVE EXCEEDED THE GROWTH OF THE LABOR FORCE RESULTING IN THE LOWEST UNEMPLOYMENT RATE SINCE OCTOBER, 1957. WORKER SHORTAGES EXIST IN SOME SKILLS.

THESE EMPLOYMENT GAINS ARE LARGER ABSOLUTELY AND HAVE BEEN MAINTAINED LONGER THAN THEY WERE IN EARLIER POSTWAR BUSINESS EXPANSIONS. THE WORKWEEK HAS BEEN LENGTHENED BY MANUFACTURING INDUSTRIES AS PRODUCTION SCHEDULES INCREASE. THE ACCELERATED GROWTH IN YOUNGER AGE BRACKETS AND SUMMER JOB OPPORTUNITIES EXPANDED YOUTH EMPLOYMENT.

UNEMPLOYMENT IS DOWN TO 4.1 PERCENT OF THE TOTAL FORCE, BUT YOUTH AND NON-WHITE WORKERS STILL SHOW HIGH RATES. THE CONTINUING HIGH RATE OF PRODUCTIVITY GROWTH IS FURTHER STIMULATED BY STABLE LABOR COSTS. HOWEVER, COLLECTIVE BAR-' GAINING DURING THIS EXPANSION HAS RESULTED IN COST DIFFER-' ENCES, NEW BENEFITS, AND LONGER CONTRACTS. GRAPHS.

0186 BEESLEY, J. L.
COMMUNITY HEALTH SERVICES.'
BESTS INSURANCE NEWS, VOL 66 NO 5, SEPTEMBER, 1965 6 PAGES

ARTICLE DISCUSSES NEED FOR COMPREHENSIVE COMMUNITY HEALTH SERVICES AND CONSEQUENT FORMATION OF THE NATIONAL COMMISSION ON COMMUNITY HEALTH SERVICES, WHICH HAS THE GOAL OF DEFINING WHAT HAS TO BE DONE AND THE MOST EFFECTIVE MEANS OF ACCOMPLISHING IT.

THEY HAVE ORGANIZED SIX TASK FORCES - ENVIRONMENTAL HEALTH, ORGANIZATION OF COMMUNITY HEALTH SERVICES, FINANCING OF COMMUNITY HEALTH SERVICES, HEALTH MANPOWER, COMPREHENSIVE PERSONAL HEALTH SERVICE, AND HEALTH SERVICE FACILITIES. THE COMMISSION ALSO SEEKS TO DEVELOP A BETTER UNDERSTANDING OF THE DYNAMICS OF COMMUNITY BEHAVIOR AND TO GAIN THE ADVICE AND COUNSEL OF THE WIDEST POSSIBLE CROSS SECTION OF THE AMERICAN COMMUNITY AND PROFESSIONAL OPINION.

C187 THULIN, W. B.
EXECUTIVE MOTIVATION--PLUS OR MINUS.'
FINANCIAL EXECUTIVE, VOL 33 NO 9, SEPTEMBER 1965, 3 PAGES
MOTIVATION GOAL-PLANNING

ARTICLE DEFINES MOTIVATION AS A STIMULUS THAT URGES AN INDIVIDUAL TO TAKE SOME ACTION TOWARD AN OBJECTIVE FOCUSSED IN HIS FIELD. MOTIVATION CAN EITHER BE PLUS, MINUS, OR NEUTRAL WITH THE ABSENCE OF A MINUS BEING MERELY NEUTRAL. THE PROBLEM THEN IS TO PROMOTE THE PLUS AND NOT MERELY PREVENT THE MINUS MOTIVATION.

MOTIVATION MUST BE CENTERED AROUND THE JOB ITSELF AND NOT ON JOB SURROUNDINGS TO BE A PLUS AND THE TECHNIQUE TO BE USED IS SELF-INCENTIVE. EMPLOYEES WILL DEVELOP SELF-INCEN-' TIVE THROUGH PARTICIPATION IN GOAL-PLANNING ACTIVITIES. THE BIG PLUS COMES FROM THE JOB ITSELF, THE BIG MINUS COMES FROM CONDITIONS AROUND THE JOB.

0188 +APANEK, G. F. BURESHI, M. A.
THE USE OF ACCOUNTING PRICES IN PLANNING.'
SCIENCE, TECHNOLOGY, AND DEVELOPMENT, VOL 8, 1962, 11 PAGES

THIS PAPER DISCUSSES THE OPERATIONAL USE AND SIGNIFI-' CANCE OF ACCOUNTING PRICES, ILLUSTRATING WITH EXAMPLES FROM PAKISTAN. THE ACCOUNTING PRICES ARE USED IN ECONOMIC CALCU-' LATIONS WHERE MARKET PRICES ARE INAPPROPRIATE TO EXPRESS ECONOMIC AND SOCIAL VALUES. THE PRICES AIM AT ELIMINATING THE DIFFICULTY ARISING FROM THE WIDESPREAD DIFFERENCES BE-' TWEEN MARKET PRICES OF FACTORS OF PRODUCTION AND THEIR MAR-' GINAL PRODUCTIVITY IN THE DEVELOPING ECONOMIES.

THE SYSTEM IS DIFFICULT TO EXPLAIN, JUSTIFY, CALCULATE, AND IMPLEMENT. THE USERS SHOULD CONSIDER EFFECT OF INTEREST RATES ON THE SUPPLY AND DEMAND OF CAPITAL, SOCIAL TIME PRE-' FERENCE, AND MARGINAL PRODUCTIVITY OF LABOR. THE PURCHASING POWER PARITY THEORY, FOREIGN EXCHANGE, COMPARISON OF NAT-' IONAL AND INTERNATIONAL WAGES, AND PROFITABILITY OF EXPORTS AND IMPORTS SHOULD BE NOTED. THE GOVERNMENT COULD USE DIRECT AND INDIRECT CONTROLS AND INSTRUCTIONS TO IMPLEMENT THE SCHEME. EFFECTS OF THE METHOD ARE REALIZED IN THE LONG RUN.

C189 PESHKIN, A
DILEMMAS OF EDUCATIONAL INVESTMENT
INTERNATIONAL REVIEW OF EDUCATION, VOL 10 NO 3, 1964
PP 355 - 357
PSYCHOLOGICAL, PLANS, EDUCATION

THIS ARTICLE EMPHASIZES THAT EDUCATION COMPETES WITH OTHER DEVELOPMENT SECTORS FOR ATTENTION AND SCARCE CAPITAL IN THE DEVELOPING COUNTRIES. THE CITIZEN, PRIEST, POLITICIAN POLITICAL SCIENTIST, ECONOMIST, AND EDUCATOR DEMAND EDUCA-' TION MORE THAN ANY OTHER INSTITUTION IN THE SOCIETY.

THE TRADITIONAL SYSTEM OF LITERAL AND URBAN PHENOMENON CONFLICTS WITH THE REFORMERS PLANS FOR TECHNICAL, AGRICUL-' TURAL, AND RURAL DEVELOPMENT. EDUCATION IS IDENTICAL WITH ELITEDOM IN THE DEVELOPING AREAS OF AFRICA AND ASIA. THERE IS ALSO DEMAND FOR MORE AND MORE GENERAL EDUCATION THAT COULD BENIFIT THE PUBLIC. DEMANDS ALSO CALL FOR CHANGES IN THE SPIRIT OF THE SCHOOL AND IN THE INTRODUCTION OF PARTI-' CULAR COURSES, WHILE ANOTHER IS EMOTIONAL AND PSYCHOLOGICAL IN CHARACTER - PRIDE IN BUILDING NEW UNIVERSITIES.

0190 WILLIAMS, L. K.
SOME CORRELATES OF RISK TAKING.'
PERSONNEL PSYCHOLOGY, VOL 18 NO 3, AUTUMN 1965, 13 PAGES
DECISION-MAKING

CONCERN WITH DECISION-MAKING PROCESSES HAS CREATED NEED TO IDENTIFY INDIVIDUAL ORIENTATIONS TOWARD DECISION MAKING INCLUDING THE ASSUMPTION OF RISK. THE FIVE STUDIES REPORTED HERE ARE A SERIES OF ATTEMPTS TO RELATE A MEASURE OF RISK--' TAKING PROPENSITY, THE JOB PREFERENCE INVENTORY, TO VARIOUS ATTITUDES AND BEHAVIORS WITHIN AN INDUSTRIAL ENVIRONMENT.

THE JOB PREFERENCE INVENTORY CONSISTS OF EIGHT PAIRS OF ITEMS CONCERNING ALTERNATIVES OF JOB PREFERENCE. SCORING INVOLVES ASSIGNMENT OF A WEIGHT OF 1 FOR EACH RISK ALTERNA-' TIVE CHOSEN AND 0 FOR EACH NON-RISK ALTERNATIVE.

IT WAS FOUND THAT HIGH RISK TAKERS ARE MORE LIKELY TO LOOK FOR AND OBTAIN JOB OPPORTUNITIES WHICH THEY THINK WILL BE MORE SATISFYING. LOW RISK TAKERS WERE MORE CONCERNED WITH THE EXTRINSIC CHARACTERISTICS OF THE WORK, AND HIGH RISK TAKERS WITH THE INTRINSIC CHARACTERISTICS. USE OF THIS MEA-' SURE ALLOWS CONSIDERATION OF INDIVIDUALS AND ORGANIZATIONAL EVENTS IN THE SAME VARIABLE LANGUAGE. TABLE.

C191 JONES, D. H. CARRON, T. J.
EVALUATION OF A READING DEVELOPMENT PROGRAM FOR SCIENTISTS
PERSONNEL PSYCHOLOGY, VOL 18 NO 3, AUTUMN 1965, 14 PAGES
TRAINING

THIS STUDY CONCERNS LONG-TERM EVALUATION OF A PROGRAM TO IMPROVE THE READING SKILLS OF 114 SCIENTISTS AND ENGIN-' EERS IN AN INDUSTRIAL RESEARCH LABORATORY, STRESSING THE PERMANENCE OF READING GAINS AND EFFECTIVENESS OF MACHINE VS. NONMACHINE METHODS OF TRAINING.

TRAINING FOR 42 OF THE SUBJECTS WAS ACHIEVED WITH THE AID OF MECHANICAL EQUIPMENT. THE OTHERS WERE TRAINED BY A BOOK-CENTERED METHOD. EQUATED FORMS OF THE DIAGNOSTIC READ-' ING TESTS WERE USED AS A CRITERIA OF SUCCESS.

ALL PARTICIPANTS GAINED SIGNIFICANTLY IN RATE, COMPRE-' HENSION, AND INDEX BY THE END OF THE PROGRAM. FOLLOW-UP, EIGHTEEN MONTHS LATER, SHOWED THE SUPERIORITY OF BOOK-CEN-' TERED TRAINING.

TABLES.

0192 SIEGEL, A. I. PFEIFFER, M. G.
FACTORIAL CONGRUENCE IN CRITERION DEVELOPMENT.'
PERSONNEL PSYCHOLOGY, VOL 18 NO 3, AUTUMN 1965, 11 PAGES
SELECTION, JOB-ANALYSIS, ELECTRONICS-TECHNICIAN,
PERFORMANCE-JOB

THIS STUDY WAS DESIGNED TO DETERMINE THE DIMENSIONS OF THE JOB CONSTELLATION OF THE JOURNEYMAN AVIATION ELECTRONICS TECHNICIAN AS PERCEIVED BY THEM, COMPARE THIS JOB STRUCTURE TO THAT OF THE SUPERVISORY PERCEPTIONS OF THE JOURNEYMANS JOB, AND INVESTIGATE THE UTILITY OF THE METHOD EMPLOYED. A METHOD FOR ESTABLISHING PERCEPTUAL HOMOGENEITY OR HETERO-' GENITY HAS IMPORTANT IMPLICATIONS FOR JOB ANALYSIS, TRAINING PROGRAMS, AND SELECTION STUDIES.

THE STUDY WAS DONE BY DEVELOPING A LIST OF TASKS PER-' FORMED BY JOURNEYMEN, SUBMITTING THE LIST TO JOURNEYMEN TO OBTAIN ESTIMATES OF SIMILARITY, AND FACTOR ANALYSIS OF THE RESULTANT DATA. THESE FACTORS WERE THEN COMPARED TO THOSE ISOLATED IN A PREVIOUS STUDY OF SUPERVISORY PERSONNEL.

THE PERCEPTUAL DIMENSIONS OF THE JOB AS VIEWED BY JOURNEYMEN SEEM CONGRUENT WITH THOSE OBTAINED FROM SUPER-' VISORS. THE METHOD HAS POTENTIAL FOR ESTABLISHING PERCEPTUAL GENERALITY AND MEANINGFULNESS OF JOB PERFORMANCE CRITERIA.

C193 FLEISHMAN, E. A.
ATTITUDE VERSUS SKILL FACTORS IN WORK GROUP PRODUCTIVITY.'
PERSONNEL PSYCHOLOGY, VOL 18 NO 3, AUTUMN 1965, 14 PAGES

A WORK GROUP SITUATION INVOLVING PERIODIC WORK CHANGES BUILT INTO THE PRODUCTION PROCESS OFFERS AN OPPORTUNITY TO STUDY MANY BASIC QUESTIONS OF HUMAN BEHAVIOR IN THE INDUST-' RIAL ENVIRONMENT SINCE RECURRENT CHANGE IN WORK PATTERNS ALLOWS EXPERIMENTAL DESIGNS NOT FEASIBLE IN ROUTINE, STABLE, PRODUCTION OPERATIONS. THIS ARTICLE DESCRIBES RESEARCH DONE IN A DRESS MANUFACTURING COMPANY.

AT EACH STYLE CHANGE THERE IS A RESULTANT DROP IN PRO-' DUCTION, WITH A LOSS IN INCOME TO WORKERS, PAID ON A PIECE RATE, AND PROFIT FOR MANAGEMENT. THIS STUDY INVOLVES THE QUESTION OF WHETHER THE DROP AND RECOVERY IS DUE TO ATTITUDE FACTORS OR TO SKILL LEARNING FACTORS.

EVIDENCE PROVIDED BY THE STUDY IS IN FAVOR OF AN ATTI-' TUDE INTERPRETATION RATHER THAN A SKILL RELEARNING ONE SINCE SKILL IS ALREADY VERY HIGH AND THERE IS A HIGH TRANSFER EF-' FECT FROM ONE STYLE TO ANOTHER. FURTHER STUDY ON MECHANISMS OF GOAL SETTING AND PARTICIPATION IS PLANNED. GRAPHS.

0194 THOMAS, O. P.
TECHNOLOGY AND THE INDIVIDUAL
PERSONNEL, VOL 42 NO 5, SEPTEMBER-OCTOBER, 1965, 8 PAGES
TRAINING, EDUCATION

THOMAS IS CONVINCED THAT THE INDIVIDUALS HORIZONS CAN BE BROADENED BY THE NEW TECHNOLOGY IF WE CAN CAPITALIZE ON HIS ABILITY TO PERCEIVE CHANGE AND MOLD HIS ENVIRONMENT, RATHER THAN BE MOLDED BY IT. INSTEAD OF PLANNING HOW WE CAN COMBAT THE TECHNOLOGICAL FUTURE, WE SHOULD PLAN WAYS TO CREATE AND DEVELOP IT. EDUCATION IS THE GRAVEST PROBLEM, AND AUTOMATION IS AN IRRITANT.

PROGRESS REQUIRES APPLIED IMAGINATION, AND THEREFORE, CANNOT BE ACHIEVED WITHOUT PEOPLE. BUSINESS HAS SHIFTED EM-' PHASIS TO THE MARKETING CONCEPT, THUS CREATING A DEMAND FOR INDIVIDUALS TO DEVELOP NEW KNOWLEDGE AND USE IT. HOWEVER, THE PACE OF TECHNOLOGICAL PROGRESS HAS CREATED EDUCATIONAL OBSOLESCENCE.

MANAGEMENT MUST ASSUME RESPONSIBILITIES IN PRODUCING THE INDIVIDUAL WHO, THROUGH EDUCATION, TRAINING, AND DEVEL-' OPMENT, CAN REACH THE LEVEL OF COMPETENCE NEEDED.

0195 MICHAEL, J. M.
PROBLEM SITUATIONS IN PERFORMANCE COUNSELING.'
PERSONNEL, VOL 42 NO 5, SEPTEMBER-OCTOBER 1965, 7 PAGES

THE TREND TOWARD RESULTS-ORIENTED APPRAISALS HAS GIVEN ADDED EMPHASIS TO THE MANAGERS COUNSELING SKILLS. THIS AR-' TICLE GIVES SUGGESTIONS ON HOW TO HANDLE SOME TYPICAL COUN-' SELING PROBLEMS.

A PREREQUISITE FOR EVERY SESSION IS A CAREFUL REVIEW OF THE EMPLOYEES PERSONAL RECORD. THE SESSION ITSELF SHOULD BE HELD IN A RELAXED ENVIRONMENT. THE BOSS SHOULD STRIVE, USING NONDIRECTIVE QUESTIONING, TO GAIN THE EMPLOYEES MAXIMUM PARTICIPATION. FEATURES OF THE DISCUSSION SHOULD BE SUMMAR-' IZED AT THE END.

NO TWO COUNSELING SESSIONS WILL FOLLOW THE SAME COURSE, BUT SOME BASIC SIMILARITIES EXIST. MICHAEL LISTS 10 COMMON SITUATIONS INVOLVING EMPLOYEE ATTITUDES AND ACTIONS THAT MAY OCCUR, SUCH AS ACCEPTANCE OR NON-ACCEPTANCE OF AN EVALUATION EAGERNESS FOR PROMOTION OR FINANCIAL REWARD, COMPLETE AG-' REEMENT WITH SUSPICIOUS READINESS, SHIFT OF BLAME TO OTHERS, LOSS OF TEMPER, RESENTFUL OR PASSIVE ATTITUDES, ETC.

C196 BASSETT, G. A. HAWK, R. H.
FUNCTION AND DYSFUNCTION IN THE ORGANIZATION.'
PERSONNEL, VOL 42 NO 5, SEPTEMBER-OCTOBER 1965, 9 PAGES
COUNSELING

OFTEN, THE PREROGATIVES OF LINE AND STAFF WORK AT CROSS PURPOSES. THE PROBLEM IS HOW TO MAKE THEM MESH AND THUS PROMOTE THE HEALTH OF THE ORGANIZATION. THE TECHNIQUE OF FUNCTIONAL ANALYSIS PROVIDES A MEANS FOR IDENTIFYING, AND HENCE CONTROLLING, THE HUMAN CONDITIONS THAT GET IN THE WAY OR ORGANIZATIONAL EFFECTIVENESS.

APPLICATION OF FUNCTIONAL ANALYSIS CALLS FOR AN OBJEC-' TIVE OBSERVER WHOSE AIM IS TO DEFINE THE CONSEQUENCES OF THE BEHAVIOR OF ALL PARTIES TO THE PROBLEM. LOGICALLY, THE AUTHORITY FOR APPLYING FUNCTIONAL ANALYSIS SHOULD BE VESTED IN THE PERSONNEL DEPARTMENT. THE GREATEST POTENTIAL CONTRI-' BUTION OF THE PERSONNEL DEPARTMENT LIES IN THE PROVISION OF SUPPLEMENTARY LINES OF COMMUNICATION ENABLING INFORMATION TO FLOW IN ALL DIRECTIONS. BY RE-ORIENTING ITSELF TO ORGANIZA-' TIONAL OBJECTIVES, IT CAN COUNSEL MANAGERS AND EMPLOYEES HOW TO RECONCILE THEIR PERSONAL OBJECTIVES WITH ORGANIZATIONAL GOALS.

C197 JENSEN, J. J.
HOW TO GET STARTED ON SUPERVISORY TRAINING.'
PERSONNEL, VOL 42 NO 5, SEPTEMBER-OCTOBER 1965, 6 PAGES

THE WAY A TRAINING PROGRAM IS INTRODUCED IS A VITAL FACTOR IN ULTIMATE SUCCESS. JENSEN GIVES SOME GUIDEPOSTS THAT TRAINERS SHOULD BEAR IN MIND.

CAREFUL STRATEGY IN INTRODUCING AND RUNNING A SUPERVI-' SORY TRAINING PROGRAM IS AS IMPORTANT AS ITS CONTENT. THE SUPERVISORY GROUP SHOULD BE ACTIVELY INVOLVED IN THE EARLY STAGES OF PROGRAM PLANNING. ALL TRAINING MATERIAL SHOULD BE CAREFULLY PRETESTED TO ASSURE ACCEPTANCE BY TRAINEES. AT-' TENDANCE AT TRAINING SESSIONS SHOULD BE VOLUNTARY. A TRAIN-' ING PROGRAM SHOULD GROW AND DEVELOP ON THE BASIS OF SUCCESS, MODEST BEGINNINGS BEING BEST. TOP AND MIDDLE MANAGEMENT IN-' TEREST SHOULD BE MAINTAINED THROUGH REGULAR REPORTS EMPHA-'

SIZING THE RELATIONSHIP BETWEEN TRAINING, PROBLEM SOLVING, AND PROFIT MAKING.

0198 WORTMAN, M. S., JR. LUTHANS, F.
NEW EVIDENCE ON CONTRACT CLAUSES BANNING DISCRIMINATION.'
PERSONNEL, VOL 42 NO 5, SEPTEMBER-OCTOBER 1965, 5 PAGES
PREJUDICE

THE FINDINGS OF THIS SURVEY INDICATE THAT PROGRESS IS BEING MADE IN MAKING NONDISCRIMINATION AN INTEGRAL PART OF THE LABOR CONTRACT, AS COMPARED TO A PREVIOUS STUDY MADE OF MINNEAPOLIS-ST. PAUL MANUFACTURING FIRMS BY THE AUTHORS.

A RANDOM SAMPLE OF MANUFACTURING FIRMS IN IOWA WAS THE SUBJECT OF THE STUDY. THEIR UNION CONTRACTS WERE ANALYZED AS TO THE INCLUSION OF ANTIDISCRIMINATION CLAUSES AND COMPANY SIZE, THE CLASSIFICATION OF THESE CLAUSES ACCORDING TO IN-' DUSTRY, UNION REPRESENTATION, AND GEOGRAPHICAL LOCATION, AND THE SPECIFIC TYPES OF BIAS THAT WERE BARRED BY THE CLAUSES.

ONE-THIRD OF THE CONTRACTS HAD A CLAUSE SPECIFICALLY PROHIBITING PREJUDICE IN HIRING AND PROMOTION BECAUSE OF RACE, COLOR, CREED, POLITICAL AFFILIATION, NATIONAL ORIGIN, OR SEX. IF MOST OF THESE BASES FOR NONDISCRIMINATION WERE MENTIONED, THE CLAUSE WAS INCLUDED IN THE STUDY.

TABLE.

0199 PAZER, H. L. PRIEST, D. A.
HUMAN FACTOR IN TOTAL QUALITY CONTROL.'
PERSONNEL JOURNAL, VOL 44 NO 9, OCTOBER 1965, 3 PAGES

A TOTAL QUALITY CONTROL PROGRAM, CAPABLE OF ACHEIVING ITS GOAL OF MAXIMUM UTILIZATION OF RESOURCES, REQUIRES THE INTEGRATED EFFORTS OF THE ENTIRE MANAGEMENT TEAM. THE HUMAN FACTOR, THE NECESSARY EMPHASIS ON INDIVIDUAL INTERACTION, CALLS FOR THE ABILITIES AND FACILITIES OF THE PERSONNEL DI-' RECTOR.

FROM LINE SELECTION THROUGH SYSTEM STARTUP, THE CON-' TINUOUS INTERACTION BETWEEN THE GROUPS WHO COMPRISE THE INDUSTRIAL ORGANIZATION SHOULD BE RELATED TO THE STEPS IN PROGRAM DEVELOPMENT. THE SUCCESS OF THE QUALITY CONTROL PROJECT DEPENDS ON THE CONTINUATION OF THIS TEAM SPIRIT. MEETINGS MUST BE USED TO CONTROL PROGRAM DEVELOPMENT AND CONTINUED AS A SCHEDULED PART OF THE LINE OPERATION. WITHOUT CONSIDERATION AND CONTROL OF THE HUMAN FACTOR, TOTAL QUALITY CONTROL CANNOT SUCCEED.

0200 ZIESSON, B. W.
MANAGEMENT BY EXCEPTION THRCUGH INFORMATION PROCESSING
DATA PROCESSING, VOL 7-10, OCTOBER 1965, 4 PAGES

THE INCREASE OF THE USE OF COMPUTERS AND THE RAPID ADVANCEMENT IN COMPUTER TECHNOLOGY IS THE RESULT OF MANAGE-' MENTS DEMAND FOR INFORMATION. HOWEVER, SOME FEEL THAT DATA PROCESSING SYSTEMS PROVIDE TOO MUCH DETAIL WHOSE COST IS UNJUSTIFIED. A SOLUTION TO THIS PROBLEM IS MANAGEMENT BY EXCEPTION, A CONCEPT OF NOT PRINTING REPORTS DESCRIBING NORMAL BUSINESS TRANSACTIONS. IT IS SOMETIMES DIFFICULT TO ACHIEVE SINCE MANAGEMENT FREQUENTLY WANTS THE WHOLE STORY.

SOME OF THE APPLICATIONS OF THE USE OF THE PRINCIPAL OF MANAGEMENT BY EXCEPTION WHICH ARE PRODUCING REAL BENEFITS ARE IN PRODUCTION SCHEDULING CONTROL, EFFICIENCY REPORTING, QUALITY CONTROL, INVENTORY CONTROL REPORTING, MACHINE DOWN-' TIME REPORTING, AND CRITICAL PATH METHOD. ALL OF THESE AP-' PLICATIONS ALLOW THE COMPUTER TO MAKE THE DECISIONS. THE JOB IS TO UTILIZE THE INFORMATION POTENTIAL OF THE COMPUTER IN A WAY TO GIVE MANAGEMENT THE GREATEST BENEFIT.

0201 DAVENPORT, W. P.
TOUCH-TONE.'
DATA PROCESSING, VOL 7-10, OCTOBER 1965, 3 PAGES
EDP, REMOTE-TERMINAL, TELEPHONE, DATA-PHONE

THE TOUCH-TONE TELEPHONE IS FINDING EVER-INCREASING USE AS THE KEY INGREDIENT OF LOW-COST DATA COLLECTION AND MAN-' AGEMENT INFORMATION SYSTEMS. THE MAIN INGREDIENT OF THIS SYSTEM IS THE TOUCH TONE TELEPHONE. THE ONLY POWER NEEDED IS THAT GENERATED BY THE TELEPHONE LINE.

RECEIVING EQUIPMENT CONSISTS OF A DATA SUBSET, CODE TRANSLATOR, AND BUSINESS MACHINE WHICH MAY BE A COMPUTER, OR TELETYPE-WRITER. THE FLEXIBILITY OF A TOUCH-TONE DATA GATH-' ERING SYSTEM MAKES IT EASILY ADAPTABLE TO APPLICATIONS OF ANY DEGREE OF COMPLEXITY AND SIZE. ITS EASE OF USE, PORTA-' BILITY, LOW COST, VERSATILITY, AND EASY INSTALLATION HAVE MADE THIS SYSTEM AN ECONOMIC BREAKTHROUGH. IT CAN EASILY BE TIED INTO EXISTING SYSTEMS WITH LITTLE COST. TRANSMITTERS CAN BE OPERATED MANUALLY OR WITH PUNCHED CARD-DIALER CARDS. THIS CONCEPT MAY SOON INITIATE A NATION-WIDE COMPLEX OF DATA GATHERING.

0202 BRANDEIS, E. P.
A COMPREHENSIVE LOOK AT MAGNETIC TAPE REHABILITATION.'
DATA PROCESSING, VOL 7-10, OCTOBER 1965, 5 PAGES

MAGNETIC TAPE REHABILITATION INCLUDES TECHNIQUES OF TAPE CLEANING, RECERTIFICATION, FORMAT CONVERSION, AND RE-' PAIR. THE PURPOSE OF REHABILITATION IS TO INCREASE COMPUTER OPERATING EFFICIENCY THROUGH ELIMINATION OF LOST TIME AND DATA DUE TO TAPE ERROR.

TAPE CLEANING TECHNIQUES ARE CONCERNED ABOUT THE HEIGHT OF THE DIRT AND CLEAN BY SCRAPING THE TAPE SURFACE. TAPE CONVERSION INVOLVES CHANGING THE NUMBER OF TAPE CHANNELS. BY TESTING, TAPE CONDITION CAN BE DETERMINED AND TAPE CAN BE CLASSIFIED FOR REPAIR OR REPLACEMENT, TESTING IS PERFORMED BY READING AND WRITING ON THE TAPE.

LIBRARY ORGANIZATION CAN DETERMINE REHABILITATION TIMES THE ROTATIONAL APPROACH CYCLES TAPES THROUGH REHABILITATION TWICE A YEAR. THE IMMEDIATE PLANNED USAGE METHOD REHABILI-' TATES TAPES JUST PRIOR TO USE. THE EFFECT OF TAPE REHABIL-' TATION IS NOT ONLY INCREASED EFFICIENCY, BUT IS A COST SAVINGS.

0203 TRIMBLE, G. R.
USING A COMPUTER TO SIMULATE A COMPUTER.'
DATA PROCESSING, VOL 7-10, OCTOBER 1965, 6 PAGES

ONE OF THE MORE EXOTIC APPLICATIONS OF DIGITAL COMPUTER IS SIMULATING A COMPUTER ON AN ENTIRELY DIFFERENT COMPUTER. THIS IS VERY USEFUL DURING COMPUTER INSTALLATION REPLACE-' MENTS. TWO SIMULATION OBJECTIVES ARE THAT THE SIMULATOR MUST ACCURATELY DUPLICATE FUNCTIONS OF THE MACHINE BEING SIMU-' LATED, AND EVERY ADVANTAGE MUST BE TAKEN TO INCREASE SIMU-' LATION SPEED.

EACH SECTION OF THE SIMULATED COMPUTER MUST BE REPRE-' SENTED BY USING SPECIFIC REGISTERS OR SUBROUTINES. THE MOST DIFFICULT PROBLEM IS SIMULATION OF INPUT-OUTPUT FACILITIES. SIMULATORS FOR DEBUGGING OPERATIONS REQUIRE ADDITIONAL CON-' TROL INFORMATION.

THE MANY COMMON CHARACTERISTICS OF COMPUTERS CAN BE SIMULATED USING GENERALIZED SUBROUTINES. A SIMULATION GEN-' ERATOR CAN BE USED TO PRODUCE SPECIFIC SUBROUTINES TO SIM-' ULATE SPECIFIC CHARACTERISTICS. EMULATION IS A RECENT MEANS OF FACILITATING SIMULATION USING COMPUTER HARDWARE FEATURES.

0204 SAVOIE, L. M.
THE CONTINUING EDUCATION DROP-OUT, AN INCREASING PROBLEM.'
PRICE WATERHOUSE REVIEW, VOL 10-2, SUMMER 1965, 4 PAGES
TRAINING

SEVERE UNEMPLOYMENT AND INADEQUATE EDUCATION IN BUSI-' NESS CONTRIBUTE TO THE PROBLEM OF THE CONTINUING EDUCATION DROP OUT - THE MAN WHO DOES NOT CONTINUE HIS EDUCATION DUR-' ING HIS CAREER. SAVOIES CONCEPT OF CONTINUING EDUCATION INCLUDES GRADUATE PROGRAMS, VOCATIONAL TRAINING, CORPORATE TRAINING PROGRAMS, NIGHT SCHOOL, CORRESPONDENCE COURSES, AND READING. THESE OPPORTUNITIES FLOURISH TODAY MORE THAN EVER BEFORE. HUGE INCREASES IN BUSINESS RESOURCES HAVE BEEN DE-' VOTED TO EDUCATION.

EDUCATION IS A VITAL NECESSITY. FIRST, IT IS A MEANS OF GETTING AHEAD. SECOND, WITH TODAYS TECHNOLOGICAL CHANGES, A GREAT DEAL OF EDUCATION IS NEEDED JUST TO STAY EVEN. THIRD, THERE IS A NEED FOR CONTINUING EDUCATION APART FROM JOB REQUIREMENTS. IT RELATES TO INDIVIDUAL SELF-FULFILLMENT AND TO CULTIVATING INTERESTS FOR A FULLER LIFE. EDUCATION IS NEEDED AS A WAY OF THINKING TO ENABLE US TO SOLVE PROBLEMS, LEARN TECHNIQUES, AND APPROACH PROBLEMS WITH CREATIVITY.

0205 JAQUES, ELLIOT
TOO MANY MANAGEMENT LEVELS.'
CALIFORNIA MANAGEMENT REVIEW, VOL 8, 1, FALL 1965, 8 PAGES
ROLE ABILITIES

MANY COMPANIES TODAY SUFFER FROM HAVING TOO MANY LEVELS IN THEIR MANAGERIAL LINES. THE AUTHOR ARGUES THAT THE NUMBER OF LEVELS THAT AN ORGANIZATION SHOULD HAVE CAN BE DECIDED ON PRINCIPLE. SEVEN LEVELS IN ALL ARE SUFFICIENT TO MANAGE THE VERY LARGEST OF CORPORATIONS. THESE SEVEN LEVELS OF ORGANIZATION ARISE FROM THE FACT THAT THERE ARE SEVEN DISTINGUISHABLE LEVELS OF CAPACITY GROUPINGS AMONG THE MEMBERS OF ANY LARGE POPULATION. AFTER A DISCUSSION OF THE DIFFERENT ABILITIES OF MANAGER, AND DEFINING THE MANAGERIAL ROLE AND THE MANAGER-SUBORDINATE RELATIONSHIP, JAQUES SHOWS THE EXISTENCE OF CERTAIN ORGANIZATIONS OF DIFFERENT MAGNI-' TUDE. THESE COMPANIES ARE ORGANIZED WITHIN A RANGE OF TWO TO SEVEN LEVELS, DEPENDING ON THEIR SIZE AND SCALE OF OPERATION HAVING MORE THAN THE NUMBER OF LEVELS REQUISITE FOR THE OR-' GANIZATION IMPAIRS THE DEVELOPMENT OF EFFECTIVE MANAGERS, AND SOUND MANAGER-SUBORDINATE RELATIONSHIPS.

0206 MENKHAUS, E. J.
ESSENTIAL TOOL IN A TOTAL SYSTEM.'
BUSINESS AUTOMATION, VOL 12 NO 10, OCTOBER 1965, 5 PAGES
DOCUMENT, STORAGE-DATA, MICROFILM

THIS ARTICLE DESCRIBES THE MICROFILM METHODS USED BY J. C. PENNY CO. CATALOG DIVISION AS PART OF A DESIGN FOR ENLARGING THE EFFICIENCY OF THEIR ELECTRONIC SYSTEM. BASIC MICROFILM METHODS ARE PLAYING VITAL, EVERYCAY ROLES IN THE ORGANIZATIONS BILLING AND CREDIT CONTROL OPERATIONS.

VIRTUALLY EVERY TYPE OF DOCUMENT THAT GOES THROUGH THE SYSTEM IS FILMED AT SOME STAGE OF THE PROCESSING CYCLE. IN ADDITION, VARIOUS OPERATING REPORTS AND RESEARCH LISTINGS, COMPILED FROM ACTIVITY PROCESSED THROUGH THE COMPUTER, ARE PRINTED OUT AND MICROFILMED.

THE MICROFILM SYSTEM HAS PROVEN TO BE A COMPACT, RAP-' IDLY ACCESSIBLE STORAGE MEDIA. DAILY USE OF THE EXISTING INSTALLATION HAS FOCUSED ATTENTION ON AREAS OF POTENTIAL APPLICATION WHERE TIME CAN BE SAVED AND EFFICIENCY IMPROVED.

DIAGRAM OF CATALOG CYCLE.

0207 LUSTIG, H. A.
PRINTOUT ON FILM - FROM BIT TO MICRO-IMAGE.'
BUSINESS AUTOMATION, VOL 12 NO 10, OCTOBER 1965, 6 PAGES
DOCUMENT, STORAGE-DATA, MICROFILM

EASTMAN KODAK CO. IS PIONEERING NEW WAYS OF USING MICROFILM, AND ALONG WITH IT FILM READING AND PRINTING EQUIPMENT, FOR THE COMPANYS OWN INTERNAL BENEFITS AS WELL AS TO SET AN EXAMPLE FOR OTHERS. THEIR WIDE-RANGING MANAGE-' MENT INFORMATION SYSTEM UTILIZES SOPHISTICATED COMPUTER--' MICROFILM LINKS IN MULTIPLE CONTROL AREAS.

ELECTRONIC DATA PROCESSING PROVIDED A SOLUTION TO MOST OF THE GROWING AMOUNT OF PAPERWORK, BUT IT DID NOT PROVIDE A SOLUTION TO THE BASIC HANDLING PROBLEMS CREATED BY A RISING AMOUNT OF PAPER. MICROFILM SEEMED TO PROVIDE THE ANSWER. THIS DIDNT ELIMINATE THE NEED FOR SOME HARDCOPY PRINTOUT, BUT MAKING EXTRA COPIES FROM FILM PROVED TO BE FASTER AND CHEAPER THAN COMPUTER PRINTOUT. THE AMOUNT OF PAPER REMAINED A PROBLEM UNTIL THEY INSTALLED THE S-C 4400 COMPUTER DOCU-' MENT RECORDER, CAPABLE OF TRANSFERRING DATA FROM MAGNETIC TAPE TO A CATHODE RAY TUBE, AS AN OFF-LINE PRINTER TOGETHER WITH A MAGNETIC TAPE UNIT, A FILM PROCESSOR, AND A READER.

0208 KORNBLUM, R. D.
A MACRO VIEW OF MICROFILM.'
BUSINESS AUTOMATION, VOL 12 NO 10, OCTOBER 1965, 5 PAGES
RETRIEVAL, STORAGE-DATA

THIS ARTICLE IS A REPORT OF AN IN-DEPTH SURVEY OF EX-' PERTS ON VARYING ASPECTS OF MICRO-IMAGE DATA STORAGE ON FILM REPRESENTING DATA PROCESSING AND FILM-INVOLVED ASSOCIATIONS, MANUFACTURERS OF DP EQUIPMENT, PRODUCERS OF FILM ORIENTED

DATA STORAGE HARDWARE AND SUPPLIES, AND EDP USERS WITH PRE-' SENT OR FUTURE FILM APPLICATIONS.

RESULTS STRESS THAT MICRO-IMAGE, FILM-BASED, DATA STORAGE AND RETRIEVAL METHODS ARE ALREADY PERFORMING SOME OF MICROFILM, MICROFICHE, APERTURE CARDS, AND OTHER MICRO-' FORMS WILL BEGIN IN QUANTITY. MOST APPLICATIONS WILL BE AS ADJUNCTS TO COMPUTER DATA PROCESSING METHODS, USUALLY OFF--' LINE, BUT WITH SOME FASCINATING ON-LINE PROJECTS.

THIS INDUSTRY OPINION SURVEY SHOWS UP MUCH VARIETY AS TO THE WHERES, WHYS, AND WHENS OF FILM-BASED DATA HANDLING PROCEDURES, INDICATING THAT OFFICE AUTOMATION WILL SEE IN-' CREASINGLY MORE FILM-ORIENTED TECHNIQUES.

0209 O SHIELDS, J. B.
SELECTION OF EDP PERSONNEL.'
PERSONNEL JOURNAL, VOL 44 NO 9, OCTOBER 1965, 3 PAGES
RECRUITING, PROGRAMMER, COMPUTER

THE DATA PROCESSING REVOLUTION HAS BROUGHT NEW JOB CONCEPTS PRESENTING PROBLEMS OF RECRUITING, SELECTING, TRAINING, COMPENSATING, AND MOTIVATING FOR THE PERSONNEL MAN

SELECTION OF THE HEAD MEN SHOULD REST WITH THE EXECUTIVE WHO WILL BE HELD ACCOUNTABLE IF THE SYSTEM FAILS. PEOPLE WHO ARE CAPABLE, WILLING, ALERT, ENERGETIC, AND IMAGINATIVE ARE NEEDED. PEOPLE CHOSEN SHOULD HAVE THE ABILITY TO DETERMINE COSTS AND KEEP THEM UNDER CONTROL. THEY SHOULD BE ENTHUSI-' ASTIC ABOUT CHANGE.

IN SCREENING PEOPLE FOR EDP, TESTING CAN BE A SIGNIFI-' CANT HELP, BUT IT IS MERELY ONE OF A NUMBER OF TOOLS. TEST-' ING IS NOT A SUBSTITUTE FOR DEPTH INTERVIEWS, REFERENCE CHECKS, CREDIT CHECKS, AND OTHER DEVICES.

CARE IN SELECTING THE DATA PROCESSING EXECUTIVE, PLAN-' NER, AND BUDGET MAKER, AND MANAGER SUPERVISOR, AS WELL AS SYSTEMS ANALYST, PROGRAMMER, COMPUTER OPERATOR, AND TAPE LIBRARIAN IS ESSENTIAL.

0210 BOCKLEY, P. W.
EFFECTIVE DISCIPLINE - A POSITIVE PROFIT TOOL.'
PERSONNEL JOURNAL, VOL 44 NO 9, OCTOBER 1965, 5 PAGES
TRAINING, SUPERVISORS

IN ESTABLISHING OR REVITALIZING AN INDUSTRIAL DISCIP-' LINE PROGRAM, CONSIDERATION MUST BE GIVEN TO PRESENT DIS-' CIPLINARY PROCEDURE, PAST PRACTICE, TYPES OF EMPLOYEES, LINE MANAGEMENTS OPERATING PHILOSOPHY AND NEEDS.

SUPERVISORS MUST BE WELL TRAINED TO ADMINISTER SUCH A PROGRAM. IF IT IS NOT ADMINISTERED FAIRLY AND CONSISTENTLY IN ALL WORK AREAS IT WILL NOT WORK. IF EMPLOYEES DONT UN-' DERSTAND IT, THEIR REACTION WILL BE NEGATIVE AND THE PROGRAM WILL BE INEFFECTIVE. TRAINING REQUIRES THOROUGH PLANNING IN THE INTRODUCTION AND APPLICATION.

THE BASIC OBJECTIVE OF INDUSTRIAL DISCIPLINE SHOULD BE TO MAKE THE COMPANY STRONGER. IT SHOULD BE VIEWED AS A POS-' ITIVE PROFIT TOOL. THE PROGRAM SHOULD BE DESIGNED WITH A VIEW TO ITS OVER-ALL EFFECT UPON THE ABILITY OF SUPERVISORS TO MEET PRODUCTION OBJECTIVES. EFFECT UPON PRODUCTIVITY AND PROFITABILITY SHOULD BE MEASURED, AND IMPACT UPON EMPLOYEE GROUP SHOULD BE ANTICIPATED.

0211 BEHLING, O.
THE OTHER HALF OF RECRUITING.'
PERSONNEL JOURNAL, VOL 44 NO 9, OCTOBER 1965, 5 PAGES
SELECT, RECRUITER, HIRING

THERE IS A SECOND HALF OF RECRUITING, THE ACTUAL HIRING OF THE BEST QUALIFIED CANDIDATES. GIVEN THE COMPETITION FOR QUALIFIED CANDIDATES, THE PERSONNEL DIRECTOR SHOULD REALIZE THE NECESSITY FOR ORGANIZED EFFORTS TO HIRE AS WELL AS SE-' LECT EMPLOYEES. HOWEVER, THERE IS A LACK OF MATERIAL AVAIL-' ABLE TO RECRUITERS WISHING TO IMPROVE THEIR HIRING SKILLS

CERTAIN FALLACIES TYPIFY THE APPROACH OF MANY RECRUIT-' ERS. THEY MAY TAKE THE APPROACH THAT NOTHING THEY CAN DO WILL INFLUENCE THE CANDIDATE. THE IDEA THAT THE DECISION TO ACCEPT AN EMPLOYMENT OFFER IS BASED STRICTLY ON THE APPLI-' CANTS PERCEPTION OF THE JOB ITSELF IS ALSO FALSE. THE AS-' SUMPTION THAT HIRING EFFORTS MAY BE LIMITED TO SPECIFIC PORTIONS OF THE SERIES OF CONTACTS THAT MAKE UP THE RELA-' TIONSHIP BETWEEN CANDIDATE AND COMPANY IS ANOTHER FALLACY.

AWARENESS OF THE IMPORTANCE OF THE HIRING FUNCTION AND THE INFLUENCE OF THE RECRUITER ON ITS EFFECTIVENESS ARE IMPORTANT. ADDITIONAL HELPFUL TECHNIQUES ARE GIVEN.

0212 ADELBERG, M.
THE CHALLENGE OF TODAYS PERSONNEL ADMINISTRATION.'
PERSONNEL, VOL 42 NO 5, SEPTEMBER-OCTOBER 1965, 4 PAGES
MOTIVATION, ATTITUDES, SATISFACTION

IF THE PERSONNEL MANAGER IS TO KEEP ABREAST OF THE TIMES, HE MUST REDEFINE HIS ROLE AND REFOCUS HIS OBJECTIVES TO TIE THEM IN MORE CLOSELY WITH CORPORATE GOALS. TODAYS CORPORATE ENVIRONMENT DEMANDS THAT THE PERSONNEL MANAGER CHOOSE BETWEEN THE MICROSCOPE AND THE TELESCOPE IN LOOKING AT HIS JOB.

ADELBERG FEELS THAT IF PERSONNEL MANAGERS ARE TO BE CONTRIBUTING MEMBERS OF THE MANAGEMENT TEAM, THEY SHOULD STOP THINKING OF THE COMPANYS WORKFORCE AS A COLLECTION OF INDIVIDUALS WHOSE SOCIAL BEHAVIOR, MOTIVATION, ATTITUDES, OPINIONS, AND MENTAL HEALTH ARE OF CHIEF CONCERN. RATHER, MANPOWER SHOULD BE REGARDED MORE AS A PRIME INDUSTRIAL RE-' SOURCE THAT MUST BE INTELLIGENTLY PLANNED AND CONTROLLED.

IN THE PERSONNEL FUNCTION, THE MAJOR CHALLENGE IS THAT OF ALTERING AND ENLARGING PERSPECTIVE AND COMPETENCY.

0213 BAILEY, R. E. JENSEN, B. T.
THE TROUBLESOME TRANSITION FROM SCIENTIST TO MANAGER.'
PERSONNEL, VOL 42 NO 5, SEPTEMBER-OCTOBER 1965, 7 PAGES
SUPERVISION, SELECTION, PROMOTIONS

THE AUTHORS BELIEVE THE TROUBLE WITH R AND D MANAGEMENT STEMS FROM THE FACT THAT NEITHER THE TECHNICAL MAN, NOR THOSE RESPONSIBLE FOR APPOINTING MANAGERS UNDERSTAND THE STRESSES OF THE TRANSITION. CONSEQUENTLY, THE WRONG MEN ARE OFTEN PROMOTED TO MANAGEMENT AND LEFT TO FLOUNDER IN A MORASS OF DIFFICULTIES THEY HAVENT BEEN PREPARED FOR.

THE FULL SIGNIFICANCE OF THE TRANSITION FROM SPECIALIST IS SELDOM EVIDENT AT THE FIRST-LINE SUPERVISORY LEVEL, WHERE THE MAN IS STILL IMMERSED IN TECHNICAL DETAILS. THE CRUCIAL CHANGE TAKES PLACE AT THE SECOND LEVEL OF SUPERVISION. AS THE NUMBER OF PEOPLE UNDER THE MANAGERS DIRECTION INCREASES, MORE TIME MUST BE SPENT COORDINATING THEIR EFFORTS.

TO SOME EXTENT, THE PROBLEM COULD BE REDUCED BY BETTER SELECTION. STEPS SHOULD BE TAKEN TO SEE THAT THE MANAGER IS GIVEN ADEQUATE INSTRUCTION IN HANDLING PURELY ADMINISTRATIVE ASPECTS OF HIS JOB. ABOVE ALL, HE SHOULD BE HELPED TO FIND WHAT IT MEANS FOR HIM TO BE A MANAGER.

0214 ROBERTS, T. S.
TRAINING MANAGERS TO MAKE DECISIONS - THE IN-BASKET METHOD.'
PERSONNEL, VOL 42 NO 5, SEPTEMBER-OCTOBER 1965, 9 PAGES

MANY COMPANIES ARE FINDING THE IN-BASKET TECHNIQUE POSSESSES MANY ADVANTAGES AS A MEANS OF DEVELOPING THE MAN-' AGERS DECISION-MAKING SKILLS.

THE IN-BASKET METHOD IS A VARIANT OF THE CASE METHOD, INCORPORATING THE BEST THE CASE METHOD HAS TO OFFER, BUT OFFERING MORE FLEXIBILITY, MORE REALISM, AND EASIER TRANSFER OF THE BEHAVIOR LEARNED TO THE JOB. IN-BASKETS ARE USUALLY ASSOCIATED WITH MORE THAN ONE ASPECT OF A PARTICULAR MAN-' AGEMENT POSITION. THE IN-BASKET PROVIDES ONLY SIGNIFICANT BITS OF INFORMATION WITH FEW EXTRANEOUS ONES, AND IT IS DE-' SIGNED AROUND TYPICAL BUSINESS SITUATIONS.

THE PARTICIPANT STARTS OUT BY WORKING THROUGH THE CASE HIMSELF WITHIN A SPECIFIED TIME LIMIT. HE APPLIES HIS NORMAL METHODS OF MAKING DECISIONS AND SOLVING PROBLEMS ON THE JOB. SUBSEQUENTLY, ALL THE PARTICIPANTS MEET TO DISCUSS THE IN--' BASKET, AND IT IS IN THIS PHASE THAT TRUE LEARNING OCCURS. IN-BASKET TRAINING SATISFACTORILY SIMULATES DECISION-MAKING.

0215 SEGALL, J.
THE PROPAGATION OF BULLDOZERS - A REVIEW ARTICLE.'
THE JOURNAL OF BUSINESS, VOL 38 NO 4, OCTOBER 1965, 6 PAGES
WELFARE, URBAN-RENEWAL

WE MIGHT EXPECT THAT MANY ECONOMIC POLICIES ARE INEF-' FECTIVE, OR ONLY MODERATELY EFFECTIVE, OR EFFECTIVE BUT TOO COSTLY RELATIVE TO BENEFITS. WE SHOULD NOT EXPECT TO FIND MANY POLICIES WHOSE RESULTS ARE THE OPPOSITE OF THOSE IN-' TENDED. MARTIN ANDERSON, IN THE FEDERAL BULLDOZER, CHARGES THAT THE URBAN-RENEWAL PROGRAM HAS THIS RESULT. WHAT MAKES ANDERSONS FINDING SO SUGGESTIVE IS THAT IT OCCURS IN A SOC-' IAL-WELFARE-POLICY AREA WHERE PERVERSE RESULTS ARE LEAST TOLERABLE.

THIS ARTICLE IS A REVIEW OF THE FEDERAL BULLDOZER, AN IMPORTANT BOOK BECAUSE EMPIRICAL EVALUATIONS OF ECONOMIC POLICIES ARE RARE. THE MAIN FAULT OF THE BOOK IS THAT THE AUTHOR DOES NOT ALWAYS OBSERVE THE LIMITATIONS IMPOSED ON HIM BY THE DATA. NEVERTHELESS, THE BOOK IS WORTH READING.

0216 ROSENFELD, J. M. SMITH, P. J.
THE EMERGENCE OF MANAGEMENT THEORY Z, PART ONE.'
PERSONNEL JOURNAL, VOL 44 NO 9, OCTOBER 1965, 6 PAGES

THIS ARTICLE SERVES AS A GENERAL INTRODUCTION AND DEF-' INITION OF PRESENT MANAGEMENT THEORIES AS EXPRESSED IN MACGREGORS THEORY X AND THEORY Y, AND INTRODUCES A MODIFI-' CATION TERMED THEORY Z.

THE BASIC ASSUMPTION CONCERNING HUMAN BEHAVIOR IN THEORY X IS THAT THE WANTS AND NEEDS OF THE INDIVIDUAL ARE NOT CONSISTENT WITH THE DEMANDS OF THE FIRM, THUS THE MAIN TASK OF MANAGEMENT BECOMES COERCIVE IN NATURE. THE BASIC ASSUMPTION ABOUT HUMAN BEHAVIOR IN THEORY Y IS THAT INDIV-' IDUAL DESIRES ARE USUALLY CONSISTENT WITH THOSE OF THE OR-' GANIZATION. THE BASIC FAULT WITH THESE THEORIES IS THEIR BLANKET ASSUMPTION OF A CERTAIN SET OF BEHAVIORIAL CHARAC-' TERISTICS COMMON TO ALL PEOPLE.

THE BASIS OF THEORY Z IS THE CONTENTION THAT MOST HU-' MANS IN AN INDUSTRIAL FRAMEWORK EXIST IN ONE OR MORE OF FOUR BEHAVIOR STAGES, THE PURITANICAL, POWER, GROUP, OR FREE STAGE.

0217 CAMPBELL, S. G.
TIME-SHARING. SOME PROBLEMS, POTENTIALITIES, AND IMPLICATION
DATA PROCESSING, VOL 7-9, SEPTEMBER 1965, 4 PAGES

DR. CAMPBELL DEFINES TIME-SHARING IN TERMS OF ITS OB-' JECTIVES OF MULTIPLE USERS, AVAILABILITY OF FULL POWER, USER LOCATION, AND COMMUNICATIONS. THE PRIMARY OBJECTIVE IS THAT A NUMBER OF USERS CAN USE THE COMPUTER AT THE SAME TIME.

COMPUTERS HAVE BEEN GREATLY SUCCESSFUL IN ANALYZING LARGE, COMPLEX DATA STRUCTURES. ON THE OTHER HAND, LITTLE SUCCESS HAS BEEN ACHIEVED IN SYNTHETIC OR CREATIVE APPLICA-' TIONS. PROVIDING BETTER INFORMATION AT THE RIGHT TIME MAY LEAD TO QUALITATIVE IMPROVEMENTS.

THE PROGRAMMING CHALLENGE OF TIME-SHARING IS TO PROVIDE TRANSPARENCY AND MINIMIZE OVERHEAD. DEVELOPMENTS OF NEW SPECIFIC LANGUAGES FOR SPECIFIC PROBLEMS SHOULD HELP TIME--' SHARING SYSTEMS ABILITIES.

THE ECONOMICS OF TIME-SHARING STSTEMS IS TO ALLOW HAN-' DLING OF PROBABLE LOADS EFFICIENTLY WITH COSTS SHARED. MAR-' KET DEMANDS FOR TIME-SHARING APPLICATIONS IN ANALYSIS IS GREAT, BUT NEW DEMAND FOR DECISION-MAKING APPLICATIONS GROWS

0218 SANDERS, D. H.
EDP EXPERIENCES OF SMALL COMPANIES.'
BESTS INSURANCE NEWS, VOL 66, 7. NOVEMBER 1965, 3 PAGES
DATA-PROCESSING

SINCE ELECTRONIC DATA-PROCESSING HAS BEEN BROUGHT WITHIN REACH OF SMALLER ORGANIZATIONS, A RECENT STUDY WAS UNDERTAKEN TO ANALYZE THE EXPERIENCES OF SMALL BUSINESSES WITH THESE DEVELOPMENTS. ONE OF THE CLASSIFICATIONS IN THE SAMPLE WAS FINANCE AND INSURANCE.

AVERAGE ANNUAL VOLUMES OF PAPER WORK PROCESSED IN YEAR BEFORE THE COMPUTER WAS USED WERE COMPARED TO THE AVERAGE ANNUAL VOLUME FIGURES AT THE TIME OF INTERVIEW. SUCH VOLUME HAD INCREASED IN SEVEN OF TEN SMALL INSURANCE COMPANIES. IF ONE ASSUMES THAT INCREASED VOLUME REPRESENTS ADDITIONAL GAINS, THEN THE LOWERING OF THE AVERAGE COST REPRESENTS A DESIRABLE EXPERIENCE. ONE-HALF OF THE FIRMS WERE ABLE TO

REDUCE THEIR AVERAGE COSTS. IN ADDITION TO THE REDUCTION OF AVERAGE COST OBJECTIVE, OTHERS WERE GREATER ACCURACY, FASTER REPORTS, AND BETTER CUSTOMER SERVICE. FEAR OF A REDUCTION IN SECURITY AND SOCIAL NEED SATISFACTIONS PLAYED A MAJOR ROLE IN CREATING RESISTANCE TO THE CHANGE TO COMPUTER METHODS.

0219 JONES, L. D.
BANK REPORTS ON PROGRAMMED INSTRUCTION.'
BANKING, VOL 58-2, AUGUST 1965. 2 PAGES
TRAINING

PROGRAMMED INSTRUCTION, A NEW TECHNIQUE IN LEARNING, HAS BEEN IMPLEMENTED IN THE EMPLOYEE TRAINING AND ORIENTA-' TION PROGRAM AT THE NATIONAL BANK OF WESTCHESTER. ITS SUC-' CESS DEPENDS ON SELF-INSTRUCTION, DECENTRALIZATION OF TRAINING, UNIFORMITY OF CONTENT, SHORTER TRAINING PROGRAMS.

WESTCHESTERS PILOT PROGRAM WITH SUMMER COLLEGE TRAIN-' EES WAS AIMED AT TWO GOALS - REDUCE THE LENGTH OF THE TRAINING SCHEDULE AND MAINTAIN OR INCREASE THE QUALITY OF INSTRUCTION. A BRIEF CONCEPT OF PROGRAMMED INSTRUCTION WAS GIVEN TO THE TRAINEES TO MOTIVATE THEM TO WANT TO LEARN. TESTS ADMINISTERED AFTER EACH SEGMENT OF LEARNING SHOWED GOOD RESPONSES AND YIELDED HIGH SCORES. THE SPEED OF LEARN-' ING CAN BE GEARED TO INDIVICUAL PACES AND CAPABILITIES. REPITITIVE AND REVIEW LEARNING SERVE WELL IN TEACHING BANK INFORMATION. THE BANK STATES THAT EMPLOYEE MORALE IS HIGHER AND TURNOVER IS LOWER SINCE PROGRAMMED INSTRUCTION WAS IN-' TRODUCED. EFFICIENCY AND MOTIVATION ALSO INCREASED NOTICABLY

0220 KUSHNER, A.
SYSTEMS PLANNING.'
BESTS INSURANCE NEWS, VOL 66, 7, NOVEMBER 1965, 6 PAGES
DATA-PROCESSING

AS MORE DATA-PROCESSING WORK HAS BEEN CONVERTED TO COMPUTERS, THE PROPER ROLE AND ORGANIZATIONAL LOCATION FOR SYSTEMS PLANNING RESPONSIBILITIES HAS BECOME AN INCREAS-' INGLY IMPORTANT PROBLEM. THE CONTROVERSIES SYMPTOMATIC OF THIS PROBLEM ARISE OVER THE ROLE OF THE SYSTEMS FUNCTION, THE ROLE OF THE COMPUTER PROGRAMMING FUNCTION, AND OVER COMPUTER OPERATIONS. A SUBSTANTIAL NUMBER OF THESE PROBLEMS MAY BE SOLVED BY PROPER ORGANIZATION WITH COMPETENT PEOPLE. INSOFAR AS PROGRAMMING IS CONCERNED, THE SOLUTION IS A SEP-' ARATE PROGRAMMING GROUP BUT ONE WHICH IS CLOSELY COORDINATED WITH THE SYSTEMS PLANNING GROUP.

THE RELATIONSHIP BETWEEN SYSTEMS PLANNING AND DATA--' PROCESSING OPERATIONS IS CRITICAL AND THE ULTIMATE GOAL IS TO DEVELOP A COOPERATIVE SPIRIT BETWEEN THE TWO. THE CONDUCT OF A SPECIAL STUDY BY THE GROUPS HAS FOUR BASIC STEPS. DE-' VELOPMENT OF A PLAN, FACTFINDING, DEVELOPMENT OF A SOLUTION IN DETAIL, AND INSTALLATION OF APPROVED PROCEDURES.

0221 CLARK, H. A.
RETIREMENT INCOME GOALS.'
THE JOURNAL OF THE AMERICAN SOCIETY OF CHARTERED LIFE UNDERWRITERS, VOL 19, 4 FALL 1965, 11 PAGES

A SOCIAL SECURITY ADMINISTRATION STUDY IN 1963 INDI-' CATES AN INCREASING USE OF THE OPTION OF RETIRING AT AGE 62 WITH REDUCED BENEFITS. ONE OF THE KEY ELEMENTS IN A SATIS-' FACTORY ADJUSTMENT TO RETIREMENT IS AN ADEQUATE RETIREMENT INCOME. TO WHAT EXTENT WILL SOCIAL SECURITY BENEFITS, PRI-' VATE RETIREMENT INCOMES, AND PERSONAL SAVINGS PROVIDE THE NECESSARY LEVEL OF INCOME.

PLANNED INCREASES IN SOCIAL SECURITY BENEFITS ARE CONSIDERED. THE OPPORTUNITIES FOR INDIVIDUAL SAVINGS THROUGH ANNUITY AND INSURANCE CONTRACT ARE EXPLORED. THE AUTHOR CONCLUDES THAT FURTHER STUDY IS NECESSARY TO ESTABLISH APPROPRIATE OVER-ALL RETIREMENT INCOME GOALS, THAT A LEVEL OF RETIREMENT INCOME SUBSTANTIALLY GREATER THAN PRESENTLY ASSUMED WILL BE NECESSARY, AND THAT GREATER EMPHASIS WILL BE PLACED ON INDIVIDUAL FINANCIAL PLANNING FOR RETIREMENT.

0222 BELDA, B. J.
OPERATIONS-RESEARCH AT WORK.'
NATIONAL ASSOCIATION OF ACCOUNTANTS BULLETIN, VOL 46, 12, AUGUST 1965, 5 PAGES

THIS PRESENTATION OF THE OPERATIONS-RESEARCH APPROACH TO MANAGEMENT PROBLEMS STRESSES THE OPPORTUNITIES CREATED BY ITS SCIENTIFIC METHODOLOGY AS OPPOSED TO THE LIMITATIONS INHERENT IN THE ACCOUNTING CONVENTIONS.

OPERATIONS-RESEARCH IS AIMED AT THE DEVELOPMENT OF OP-' TIMUM SOLUTIONS OF COMPLEX MANAGEMENT PROBLEMS. BY USING SPECIFIC EXAMPLES THE AUTHOR ILLUSTRATES THE OPERATIONS--' RESEARCH APPROACH AND SOME OF ITS ACHIEVEMENTS.

ESPECIALLY EMPHASIZED IN THE ARTICLE WERE THE RESEARCH AND CONTROL FEATURES. ONCE THE PROBLEM IS IDENTIFIED, THE PROGRAM SPECIFIED, AND PROBABLE RESULTS ESTIMATED, THE RE-' SEARCH TECHNICIAN THEN ORGANIZES HIS PRODECURES TO PROVIDE A CONSTANT CHECK ON HIMSELF AND THE VALIDITY OF THE OBJECTIVES MOST OPERATIONS-RESEARCH SOLUTIONS TO RECURRING OPERATING PROBLEMS INCLUDE A CONTROL MECHANISM THAT IS SENSITIVE TO ANY CHANGES IN THE SYSTEM, THE ORGANIZATION, OR OBJECTIVES.

0223 ZUBAY, E. A.
FEASIBILITY STUDY OF OPERATIONS-RESEARCH IN INSURANCE.'
THE JOURNAL OF RISK AND INSURANCE VOL 32, 3 SEPT. 1965. 10 P

THIS ARTICLE OUTLINES SOME OF THE OPERATIONS-RESEARCH TECHNIQUES BEING APPLIED IN THE INSURANCE FIELD AND DISCUS-' SES SOME OF THE PROBLEMS WHICH THESE TECHNIQUES HAVE COME TO SOLVE.

ALL IN ALL, OPERATIONS-RESEARCH TECHNIZUES ARE NOT USED AS EXTENSIVELY IN THE INSURANCE INDUSTRY AS IN OTHER INDUS-' TRIES. WITHOUT EXCEPTION, HOWEVER, THOSE COMPANIES WHICH HAVE APPLIED THE TECHNIQUES WERE JUSTIFIED IN TERMS OF IN-' CREASED EFFICIENCY AND ATTAINMENT OF COMPANY OBJECTIVES. THE MOST FRUITFUL APPROACHES ARE MODELS AND SIMULATION, LINEAR PROGRAMMING, MONTE CARLO TECHNIQUES, AND CRITICAL PATH SCHEDULING. ALTHOUGH THERE SEEMS TO BE GENERAL AGREEMENT THAT STEPS SHOULD BE TAKEN TO FAMILIARIZE MANAGEMENT WITH OPERATIONS-RESEARCH METHODS, THE TWO ACTUARIAL SOCIETIES SHOULD NOT DEVELOP AN EXAM DEVOTED SOLELY TO OPERATIONS-RE-' SEARCH TECHNIQUES. HOWEVER, STOPS SHOULD BE TAKEN TO MAKE THESE METHODS WIDELY UNDERSTOOD IN THE INSURANCE INDUSTRY.

0224 MCFARLAND, D. E.
ORGANIZATIONAL HEALTH AND COMPANY EFFICIENCY.'
BUSINESS TOPICS, VOL 13 NO 3, SUMMER 1965, 13 PAGES

A BUSINESS ORGANIZATION IS HEALTHY TO THE EXTENT THAT IT CAN THRIVE IN A COMPETITIVE AND OFTEN HOSTILE ENVIRONMENT A HEALTHY ORGANIZATION IS ADAPTIVE AND INNOVATIVE WITH A HIGH TOLERANCE FOR INTERNAL AND ESTERNAL CRISES, AND THE ABILITY TO FORGE AHEAD TO NEW LEVELS OF ACTIVITY.

ORGANIZATION STRUCTURES EVOLVE THROUGH THREE STAGES. THE EARLY PATTERN IS BUILT AROUND STRONG LEADERSHIP BY DOM-' INANT EXECUTIVES. THE SECOND STAGE IS MARKED BY THE EMER-' GENCE OF BUREAUCRATIC STRUCTURES AND ASSOCIATED PATTERNS OF ADMINISTRATION. FINALLY, THE FIRM EVOLVES ORGANIZATIONAL ADAPTATIONS TO REMEDY THE DEFICIENCIES OF TRADITIONAL BUR-' EAUCRATIC STRUCTURES AND EQUIP THE FIRM FOR FUTURE DEMANDS.

THE TREND IS TOWARD LOOSENING THE STRUCTURE THROUGH THE CREATION OF MORE FLUID AND INFORMAL ARRANGEMENTS. AMONG THE DEVICES POTENTIALLY LEADING TO SUCH RESULTS ARE PROJECT MANAGEMENT, TASK FORCES AND MANAGEMENT TEAM CONCEPTS, AND THE RESULTS SCHOOL OF THOUGHT IN MANAGEMENT. CHART.

0225 MCKERSIE, R. B.
THE CIVIL RIGHTS RÉVOLUTION AND THE BUSINESSMAN.'
BUSINESS TOPICS, VOL 13 NO 3, SUMMER 1965, 9 PAGES

THE CIVIL RIGHTS MOVEMENT HAS PASSED THROUGH THE STAGES OF DEVELOPMENT OF A SOCIAL REVOLUTION WITH UNPRECEDENTED SPEED, LEAVING THE BUSINESSMAN BEWILDERED BY THE CURRENT CIVIL RIGHTS SCENE.

THIS ARTICLE GIVES A REVIEW OF THE MOVEMENT, AND DIS-' CUSSES THE COURSE IT WILL TAKE IN THE FUTURE. DIRECT ACTION IN THE NORTH WILL NOT BE AS PROMINENT. WITH MANY OF THEIR OBJECTIVES ACHIEVED ON PAPER, IN THE CIVIL RIGHTS BILL, THE MOVEMENT COULD TURN TO REALIZING THESE GAINS THROUGH LITI-' GATION. MOST OF THE ATTENTION IN THE FUTURE WILL BE TURNED TO FILLING JOB OPPORTUNITIES CREATED BY DIRECT ACTION WITH QUALIFIED NEGROES.

THE SUBJECT OF NEGRO ENTREPRENEURSHIP SHOULD NOT BE OVERLOOKED. BUSINESS OWNERSHIP AND MANAGEMENT BY NEGROES SHOULD BE STIMULATED. PROGRAMS AIMED AT LOCATING AND UP-' GRADING NEGRO TALENT ARE BEING INITIATED MORE BY BUSINESS AND GOVERNMENT AGENCIES THAN BY THE MOVEMENT ITSELF.

0226 HENDERSON, J. P.
GRATUITIES AS A SOURCE OF INCOME IN THE LODGING INDUSTRY.'
BUSINESS TOPICS, VOL 13 NO 3, SUMMER 1965, 16 PAGES
TIPS

FOR A SMALL NUMBER OF HOTEL-MOTEL EMPLOYEES, INCOME FROM TIPS REPRESENTS AN IMPORTANT SOURCE OF REMUNERATION. BUT FOR EACH OF THESE CLASSIFICATIONS, INCOME FROM GRATUI-' TIES IS THE MAJOR CONSIDERATION SO FAR AS EARNINGS IN THE LODGING INDUSTRY ARE CONCERNED.

THE PATTERN OF INCOME FROM TIPS REFLECTS THE PATTERN OF THE INCOME RECEIVED FROM WAGES. LOW WAGE AREAS ARE ALSO LOW TIP AREAS, AND TIPS DO NOT COMPENSATE FOR REGIONAL DIFFER-' ENCES IN WAGES. EMPLOYEES WORKING IN SMALL ESTABLISHMENTS RECEIVE LESS IN TIPS THAN THOSE IN LARGE ESTABLISHMENTS.

THUS TIPS AS WELL AS WAGES SHOW A RESPONSE TO MARKET FORCES AND ARE CLEARLY INFLUENCED BY THE SIZE OF THE ES-' TABLISHMENT, VOLUME OF BUSINESS, COMPOSITION OF THE LABOR FORCE, UNIONIZATION, AND REGIONAL LEVELS OF ECONOMIC ACTIVITY.

TABLES.

0227 COCHRAN, J. R.
AN EFFICIENT DISTRICT OFFICE.'
BESTS INSURANCE NEWS VOL 66, 8. DECEMBER 1965, 2 PAGES.
TRAINING, SUPERVISION, CLERICAL

COCHRAN, ASSISTANT VICE PRESIDENT OF INTERSTATE LIFE AND ACCIDENT, OUTLINES THE PRIMARY FUNCTIONS OF THE DISTRICT OFFICE AND STRESSES THE NEED FOR EFFICIENCY IN THE PRODUC-' TION AND SERVICE OF THIS MULTIPLE LINE. THE ADVENT OF THE COMPUTER HAS HAD A PROFOUND EFFECT UPON DISTRICT OPERATIONS AS HAVE OTHER INPROVEMENTS AS A RESULT OF BETTER PROCEDURES, INCREASED ATTENTION, AND BETTER SUPERVISION AND TRAINING IN THE CLERICAL DIVISION OF THE DISTRICT OFFICE. ANOTHER AREA WHICH HAS SERVED TO INCREASE EFFICIENCY IS A CASHIERS CONVENTION. CONSTANT VIGILANCE IS REQUIRED IN ALL AREAS OF DISTRICT OFFICE OPERATION, FROM PERSONNEL TO PROCEDURES, TO MAINTAIN EFFICIENCY. ALSO, MORE COMPANIES ARE GIVING CON-' SIDERATION TO DIRECT MAILING OF PREMUIMS FROM POLICY HOLDER TO HOME OFFICE, ELIMINATING ANY ADDITIONAL HANDLING BY THE DISTRICT OFFICE.

0228 HIRSCH, P.
BROOKS BILL BECOMES LAW.'
DATAMATION, VOL 11, 11, NOVEMBER 1965, 2 PAGES
EDP, DATA-PROCESSING, EQUIPMENT

JUST BEFORE ADJOURNMENT, CONGRESS PASSED THE BROOKS BILL, HR 4845. ALONG WITH SOME OTHER LEGISLATIVE CHANGES, IT IS LIKELY TO HAVE A PROFOUND EFFECT ON UNCLE SAMS EDP EQUIPMENT NEEDS.

BASICALLY, HR 4845 SETS UP AN ADMINISTRATOR IN THE GSA WHOSE PRIME JOB IS TO COORDINATE AND STANDARDIZE THE PUR-' CHASE, UTILIZATION, AND DISPOSAL OF ALL EDP EQUIPMENT OWNED OR LEASED BY THE FEDERAL GOVERNMENT. THE BUREAU OF THE BUD-' GET HAS RESPONSIBILITY FOR FRAMING THE BASIC POLICIES UNDER WHICH THE ADMINISTRATION OPERATES. THE MONEY THE USERS HAVE BEEN RECEIVING FROM CONGRESS TO BUY HARDWARE AND SOFTWARE WILL NOW GO INTO A REVOLVING FUND WHICH WILL FINANCE THE ADMINISTRATORS OPERATIONS. AFTER DISCUSSING THE EFFECTS OF HR 4845, THE AUTHOR ANALYZES WHEN THEY WILL LIKELY COME ABOUT.

0229 JONES, H. M. PONTIUS, V. E.
SURVEY OF ACCOUNTING TEACHING VIA TELEVISION.'
THE ACCOUNTING REVIEW, VOL 40, 4, OCTOBER 1965, 5 PAGES

INSTRUCTION VIA TELEVISION IS ONE METHOD OF COPING WITH THE EXPANDING NUMBER OF STUDENTS AND PROVIDING QUALITY IN-' STRUCTION TO THEM. THIS REPORT IS BASED ON A RECENT SURVEY AND IS DESIGNED TO PROVIDE A GENERAL IMPRESSION OF THE EF-' FECTIVENESS OF TELEVISED INSTRUCTION AND A STARTING POINT FOR THOSE WHO WISH TO INVESTIGATE FURTHER IN THIS REGARD.

FROM THE SURVEY IT WAS FOUND THAT THE GENERAL REACTION TO TELEVISED INSTRUCTION IS FAVORABLE, THAT THE METHOD AP-' PEARS MOST APPLICABLE IN FIRST-YEAR COURSES, THE USE OF TEACHING ASSISTANTS DURING TV LECTURES AND LABS IS ADEQUATE, AND THAT SOME ADDITIONAL TYPES OF VISUAL AIDS, SUCH AS A VUGRAPH, ARE NECESSARY AND DESIRABLE. THE OVERRIDING INFER-' ENCE FROM THE SURVEY IS THAT THE SUCCESS OF TELEVISION AS A TEACHING MEDIUM FOR ACCOUNTING IS HIGHLY DEPENDENT UPON THE ENTHUSIASM AND CONSCIENTIOUS EFFORTS OF THOSE RESPONSIBLE FOR CONDUCTING THE PROGRAM. PROPER PLANNING, INSTALLATION, AND OPERATION OF TELEVISION INSTRUCTION IS ESSENTIAL.

0230 HYLTON, D. P.
ON MATCHING REVENUE WITH EXPENSE.'
THE ACCOUNTING REVIEW, VOL 40, 4, OCTOBER 1965, 5 PAGES
COST-ACCOUNTING

IN RECENT YEARS ACCOUNTANTS HAVE SEEN INCREASING EM-' PHASIS ON MATCHING REVENUE WITH EXPENSE. IT MAY BE SUGGEST-' ED THAT THIS ACCOUNTING CONVENTION BE DEFINED AS ASSIGNING REVENUE EARNED AND EXPENSE INCURRED TO THE ACCOUNTING PERIOD IN WHICH THESE EVENTS OCCUR. THE ESSENCE OF THE CONVENTION IS REDUCING THE VALUE OF ASSETS IN ACCORD WITH THE FLOW OF REVENUE TO WHICH THAT ASSET CONTRIBUTES.

AFTER SHOWING HOW TO IMPLEMENT AND APPLY THE CONVEN-' TION, THE AUTHOR EXAMINES A FEW OF THE CURRENT PROCEDURES WHICH HAVE RESULTED FROM THE MATCHING PROCESS. SEVERAL CON-' CLUSIONS CAN BE DRAWN FROM THE ANALYSIS. THE ABSENCE OF REVENUE SHOULD NOT BE USED AS A JUSTIFICATION FOR CAPITAL-' IZING EXPENSES. COSTS SHOULD BE WRITTEN OFF OVER THE PERIODS OF EXPECTED CONTRIBUTION TO REVENUE. THE DECISION TO CAPI-' TALIZE EXPENDITURES FOR AMORTIZATION IN FUTURE PERIODS SHOULD BE BASED ON THE PROBABILITY THAT SUCH COSTS WILL PRODUCE ADDITIONAL REVENUE IN THOSE PERIODS.

0231 WATSON, T. J.
CREATIVITY - A MAJOR BUSINESS CHALLENGE.'
COLUMBIA JOURNAL OF WORLD BUSINESS, VOL 1, DEC. 1965, 8 PP.
TRAINING, INNOVATIVE-BEHAVIOR, EDUCATION

IN HIS ARTICLE MR. WATSON, CHAIRMAN OF THE BOARD, IBM CORPORATION, EMPHASIZES THE NEED TO REPLENISH AND REPLACE CONTINUOUSLY OUR STOCK OF IDEAS, KNOWLEDGE, AND SKILLS IN INDUSTRIAL CORPORATIONS TODAY. CORPORATIONS ARE TAKING ON AN EXTREMELY IMPORTANT EDUCATIONAL FUNCTION. IN FACT, THE EX-' PENSES BY PRIVATE INDUSTRY TODAY ON FORMAL EMPLOYEE TRAIN-' ING IS AT LEAST AS GREAT AS THAT BY ALL U. S. PRIVATE IN-' STITUTES OF HIGHER LEARNING A DECADE AGO.

INSTITUTIONS TEND TO ENFORCE A PATTERN OF CONFORMITY THAT ABSORBS THE CREATIVE IMPULSES OF THEIR DEPENDENTS AND IN THE PROCESS CIRCUMSCRIBES THE OPPORTUNITIES FOR ORGANIZ-' ATIONAL SELF-RENEWAL. AT IBM EFFORTS TO ENCOURAGE INNOVATIVE IDEAS HAVE BEEN CARRIED OUT LARGELY THROUGH INFORMAL ORGAN-' IZATION. THE CHALLENGE IS TO BUILD CREATIVITY INTO THE ORGANIZED CHAIN OF COMMAND - AND THAT WILL NOT BE EASY.

0232 CARLSON, S.
NEW JOBS FOR OLD EXECUTIVES.'
COLUMBIA JOURNAL OF WORLD BUSINESS, VOL 1, DEC. 1965, 5 PP.
TRAINING, DECISION-MAKING

EXECUTIVES AND TECHNICIANS JUST DO NOT WEAR AS WELL AS THEY USED TO. WHAT TO DO WITH SPECIALISTS WHOSE KNOWLEDGE IS OBSOLETE OR THE MANAGER WORN OUT BY THE RIGORS OF DECISION MAKING ARE QUESTIONS FACING BUSINESSMEN TODAY. A SWEDISH AUTHORITY ARGUES THAT WITH A LITTLE ORGANIZATIONAL INGENUITY MANY CAN BE GIVEN USEFUL OUTLETS FOR THEIR TALENTS.

SOME SUGGESTIONS BASED ON SWEDISH EXPERIENCE ARE TO REVAMP PROMOTION AND TRANSFER POLICIES AND RESTRUCTURE COM-' PENSATION SO THAT INCOME IS BASED ON PRODUCTIVITY RATHER THAN SENIORITY. AT PRESENT THE REMUNERATION SYSTEM USED IN PRACTICALLY ALL SCANDANAVIAN FIRMS IS BASED ON THE ASSUMP-' TION THAT THE OLDER PEOPLE GET, THE MORE PRODUCTIVE THEY BECOME AT LEAST UNTIL RETIREMENT. ALSO, IF PEOPLE ARE TO BE TRANSFERRED TO NEW AND DIFFICULT TASKS IN THE MIDDLE OF THEIR CAREERS, THEY MUST BE PREPARED. THIS MAY INVOLVE SPECIAL TRAINING PROGRAMS INSIDE OR OUTSIDE THE COMPANY.

0233 HOVNE. A.
SOME SOCIAL IMPLICATIONS OF AUTOMATION.'
IMPACT OF SCIENCE ON SOCIETY, VOL 15, NO 1, 1965, 21 PAGES
MINORITIES, UNEMPLOYMENT, CLERICAL

THIS ARTICLE MAINTAINS THAT AUTOMATION HAS ALMOST REACHED EVERY ECONOMIC ACTIVITY EXCEPT SUCH THAT INVOLVES DECIDING WHAT THE MACHINE SHALL DO, AND THOSE IN WHICH PER-' SONAL CONTACT OR MORAL OR AESTHETIC JUDGMENT ARE ESSENTIAL. THE KEY TO THE LABOR AND SOCIAL IMPACT OF AUTOMATION AND OTHER TECHNICAL INNOVATIONS IS THE RATE OF SPEED AT WHICH THEY ARE INTRODUCED. FIGURES FOR TREND IN EUROPE AND AMERICA ARE SHOWN. THE ARTICLE GIVES 14 REASONS TO AUTOMATE, INCLU-' DING REDUCTION OF CLERICAL LABOR AND NON-LABOR COSTS. THERE ARE 11 REASONS FOR NOT ADOPTING A NEW TECHNIQUE, INCLUDING IGNORANCE, ATTITUDES OF LABOR AND MANAGEMENT.

THE THREAT OF UNEMPLOYMENT IS ANOTHER MAJOR IMPACT. THIS IS MOST SERIOUS IN THE U. S. WHERE THOSE MOST AFFECTED ARE THE NEGROES AND OTHER LESS EDUCATED AND LESS SKILLED WORKERS. THERE IS ALSO THE THREAT OF MODERN CASTES ESPECIA-' LLY IN THE U. S.

0234 SAMUELS, J. M.
OPPORTUNITY COSTING APPLICATION OF MATHEMATICAL PROGRAMMING
JOURNAL OF ACCOUNTING RESEARCH, VOL 3, 2, AUTUMN 1965, 10 PP

IN THIS PAPER THE AUTHOR ATTEMPTS TO DEVELOP A COSTING SYSTEM WHICH WOULD ASSIST A LARGE ORGANIZATION IN ARRIVING AT AN OPTIMAL SYSTEM. AN EXAMPLE IS USED TO INDICATE HOW THE TECHNIQUES OF TRANSFERING PRICING WHICH HAVE BEEN DEVELOPED AT THEORETICAL VALUES ELSEWHERE MAY BE ADAPTED TO FIT INTO AN ACCOUNTING SYSTEM.

THE SYSTEM DEVELOPED IS BASED ON THE USE OF THE SHADOW PRICES WHICH ARE REFLECTED IN THE SOLUTION OF A MATHEMATICAL PROGRAMMING PROBLEM, AND THESE SHADOW PRICES ARE INCORPOR-' ATED INTO A SYSTEM OF RESPONSIBILITY ACCOUNTING. HOWEVER, ONE OF THE MOST IMPORTANT LIMITATIONS OF THIS SYSTEM IS THAT A PARTICULAR SET OF SHADOW PRICES MAY BE SHORT-LIVED. IT IS BELIEVED THAT THIS IS NOT A SEVERE LIMITATION SINCE UNDER ANY TYPE OF PLAN, CAREFUL WATCH MUST BE KEPT TO ENSURE THAT TARGETS DO NOT BECOME OUT OF DATE.

0235 OMEARA, F. E.
THE CHALLENGE OF OPERATIONS-RESEARCH.'
CALIFORNIA MANAGEMENT REVIEW, VOL 7, 4, SUMMER 1965, 8 PP.

ONE OF THE MOST IMPORTANT AND SIGNIFICANT SCIENTIFIC DEVELOPMENTS TODAY IS THE DEVELOPMENT OF A SCIENCE FOR ORG-' ANIZING AND CONTROLLING LARGE-SCALE HUMAN ENTERPRISE. OP-' ERATIONS-RESEARCH IS THE KERNEL FROM WHICH THIS SCIENCE IS GROWING.

AND OPERATIONS-RESEARCH IDEAL OF COMPANY MANAGEMENT MUST HAVE A TWO-WAY INFORMATION SYSTEM WHICH OPERATES AUTOMATIC-' ALLY AND SUCCINCTLY. IT MUST HAVE SPECIFIC AND CLEAR-CUT ASSIGNMENTS OF FUNCTIONAL RESPONSIBILITY. AND IT MUST HAVE A REPORTING AND ACCOUNTING FEEDBACK LOOP GEARED TO THE ESSEN-' TIAL THREAD OF PRODUCT PERFORMANCE. HOWEVER, ALL OF THESE CONCEPTS WILL BE BUT LIP SERVICE TO AN IDEAL UNLESS THERE IS A CONCOMITANT DEDICATION, NOT TO BUSINESS AS USUAL, BUT TO BUSINESS AS UNUSUAL.

0236 MALM, F. T.
TECHNOLOGY AND MANPOWER UTILIZATION IN DISTRIBUTION AGENCIES
CALIFORNIA MANAGEMENT REVIEW, VOL 8, 2, WINTER 1965, 12 PP.

BECAUSE OF THE IMPORTANCE OF THE SAN FRANCISCO BAY AREA AS A DISTRIBUTION CENTER AND THE PROGRESSIVE PRACTICES OF LEADING MARKETING AGENCIES IN THAT AREA, THIS STUDY EXAMINES THE NATURE OF AUTOMATION AND THE TECHNOLOGICAL CHANGE IN THE DISTRIBUTION AGENCIES IN THAT AREA AND THE IMPLICATIONS OF THESE CHANGES FOR BUSINESS EDUCATION AND TRAINING IN CALIFORNIA. THIS REPORT SUMMARIZES FINDINGS CONCERNING SEV-' ERAL MAJOR TRENDS AFFECTING MANPOWER UTILIZATION - EMPOLY-' MENT, PRODUCTIVITY, DEVELOPMENTS IN DISTRIBUTION INCLUDING MATERIALS HANDLING, SELF-SERVICE, AND ELECTRONIC DATA PRO-' CESSING, THE IMPLICATIONS OF MODERN COMPUTERS AND INFORMA-' TION PROCESSING FOR MANAGEMENT AND MANPOWER UTILIZATION IN RETAILING AND OTHER DISTRIBUTIVE ORGANIZATIONS, AND RECOM-' MENDATIONS FOR EDUCATION AND TRAINING PROGRAMS IN INDUSTRY AND GOVERNMENT.

0237 FITZGERALD, T. H.
APPRAISALS - PERSONALITY, PERFORMANCE, AND PERSONS.'
CALIFORNIA MANAGEMENT REVIEW, VOL 8, 2, WINTER 1965, 5 PP.

TWO CONTRADICTORY TRENDS IN MANAGEMENT-LEADERSHIP ARE OBSERVABLE IN AMERICAN BUSINESS SOCIETY TODAY. ONE TREND IS TOWARD GREATER BUREAUCRATIZATION AND CONTRASTED TO THIS IS THE POLAR TENDENCY TOWARD DE-BUREAUCRATIZATION. TODAYS AP-' PRAISAL SYSTEMS ARE PRAGMATIC EVIDENCE OF THIS CONFLICT.

THE PRINCIPLE HAS BEEN ESTABLISHED IN BUSINESS JOURNALS AND SEMINARS THAT EMPLOYEE APPRAISAL SHOULD NOT BE BASED ON PERSONALITY TRAITS BUT ON JOB PERFORMANCE, ATTAINMENT OF OBJECTIVES, AND ACHIEVEMENT OF RESULTS TOWARD PLANNED GOALS. RECENT STUDIES OF LEADERSHIP AND MANAGEMENT HAVE EMPHASIZED TEACHABLE SKILLS, FLEXIBILITY, AND PLURALITY OF LEADERS RATHER THAN THE CHARISMATIC QUALITIES OF A FEW. THE AUTHOR CAREFULLY ANALYZES A COMPOSITE OF TYPICAL SYSTEMS BASED ON PERFORMANCE OR NON-PERSONALITY FACTORS.

0238 SANDERS, B. S.
WHAT WOULD MEDICAREE COST.'
THE JOURNAL OF RISK AND INSURANCE, VOL 32, 4, DEC. 1965. 14P
MEDICARE, HOSPITAL

THE AUTHOR PRESENTS A FEW OF THE BASIC LIMITATIONS OF THE MEDICARE BILL DESIGNED TO MEET THE HEALTH CARE NEEDS OF OUR AGED. THE PURPOSE OF THIS ARTICLE IS NOT TO CLARIFY THE PROPOSALS OF THE BILL OR TO POINT OUT ITS MANY DEFECTS, BUT IT IS TO DISCUSS THE PROBABLE COST OF THIS HEALTH PROGRAM. NO PRECISE COST ESTIMATE IS ATTEMPTED BUT AN EFFORT IS MADE TO SHOW JUST HOW FAR OFF THE OFFICIAL ESTIMATES ARE FROM MORE REALISITC COSTS.

AS A CONSEQUENCE OF THE INFLATIONARY EFFECTS OF MEDI-' CARE, WHICH COULD SPREAD TO OTHER COST OF LIVING ITEMS, THE WAGE EARNER WILL NOT ONLY BE REQUIRED TO PAY FOR HOSPITAL CARE OF THE AGED, BUT IN ADDITION WILL HAVE TO PAY MUCH HIGHER AMOUNTS FOR HIS OWN HOSPITAL CARE AND THAT OF HIS FAMILY. THE INDIRECT COSTS OF MEDICARE COULD EQUAL OR EVEN EXCEED THE DIRECT COSTS WHICH THE AUTHORS HAVE CONSIDERED.

0239 WEINER, J. B.
MANAGEMENTS RULE-BREAKERS.'
DUNS REVIEW AND MODERN INDUSTRY VOL 87, 1, JAN. 1966, 8 PP.

THERE ARE COMPANIES THAT DO MORE THAN SURVIVE IN THE CORPORATE JUNGLE OF TODAY. THEY FLOURISH IN IT. DUNS REVIEW AND MOODYS INVESTORS SERVICE CONDUCTED A SURVEY TO FIND FIVE COMPANIES THAT WERE OUTPERFORMING THEIR INDUSTRIES, RUNNING WELL AHEAD OF THE AVERAGES, AND USING METHODS TO GET AHEAD THAT COULD BE EMULATED BY OTHER COMPANIES.

THE FIVE COMPANIES WERE HEUBLEIN, INC., WHICH PRODUCES VODKA AND BOTTLED COCKTAILS, IOWA BEEF PACKERS, A MEAT PACKER WHOSE SUCCESS VERGES ON THE INCREDIBLE, PERKIN-ELMER CORP., A PRODUCER OF SPECIALIZED ANALYTICAL INSTRUMENTS, WOLVERINE SHOE AND TANNING CORP., AND CONTINENTAL TELEPHONE CORP., NOW THE NATIONS FOURTH LARGEST INDEPENDENT TELEPHONE COMPANY AND GROWING FAST. BUT HOW DID THESE COMPANIES DO IT. BASICALLY, THE KEY TO THEIR SUCCESS WAS IN KNOWING HOW TO IDENTIFY CORPORATE OPPORTUNITY AND HOW TO EXPLOIT IT. THEIR METHODS OFTEN DIFFERED AND, THUS, THE AUTHOR ANALYZES EACH COMPANY SEPARATELY IN ACTION.

0240 TILLES, S.
STRATEGIES FOR ALLOCATING FUNDS.'
HARVARD BUSINESS REVIEW, JAN-FEB 1966, VOL 44-1, 9 PAGES
BUDGET, COSTS
THE FUTURE OF A COMPANY DEPENDS DIRECTLY ON THE WAY IT ALLOCATED ITS FUNDS. THE INTERNALLY ORIENTED, BIT-BY-BIT APPROACH TO BUDGETING IS NOT A VALID WAY OF THINKING ABOUT BUSINESS-GENERATING COMMITMENTS. CONVENTIONAL QUANTITATIVE METHODS OF EVALUATING ALTERNATIVE INVESTMENT PROPOSALS ARE TOO NARROW IN SCOPE AND FAIL TO EMPLOY IMPORTANT SUBJECTIVE CRITERIA. FORMULAS MUST BE EXAMINED TO ASSURE THE VALICITY OF UNDERLYING ASSUMPTIONS.
NEW WAYS FOR ALLOCATING FUNDS ALLOW DECISION-MAKERS TO CONSIDER THE COMPANY AS A WHOLE. THESE PROGRAMS BEAR NO RE-' LATIONSHIP TO ORGANIZATIONAL STRUCTURES. ONE NEW METHOD AL-' LOCATES FUNDS AMONG A COMPANYS PRODUCT PORTFOLIO WHICH IS EVALUATED ACCORDING TO CASH FLOW, RISK, PRODUCT MATURITIES, AND PRODUCT RELATIONSHIPS. GEOGRAPHIC AREAS ARE ALSO A MAJOR ALLOCATION DIMENSION.
THE STRATEGIST MUST BE ABLE TO THINK ABOUT THE OVERALL COMPANY WHEN ALLOCATING FUNDS.

0241 IRWIN, P. H. LANGHAM, F. W., JR.
THE CHANGE SEEKERS.'
HARVARD BUSINESS REVIEW, VOL 44-1, JAN-FEB 1966, 12 PAGES
MOTIVATION
THE AUTHORS STATE THAT TOP EXECUTIVES MUST RECOGNIZE FORCES OF CHANGE AND PLAN TO CHANGE THEIR ORGANIZATIONS AC-' CORDINGLY. THEY EXAMINE TEN TOPICS IN CHANGE MANAGEMENT. FORCES OF CHANGE SHOULD BE UNDERSTOOD AND DEVELOPMENTS AP-' PRECIATED. ONES ABILITY TO CHANGE MUST BE EXAMINED. ESTAB-' LISHING A CLIMATE FOR CHANGE IS NECESSARY WITH ACTION BACK-' ING UP WORDS. CHANGES INVOLVE PEOPLE, SO MANAGEMENTS ROLE MUST BE DEFINED. IN ADDITION, A STRATEGY FOR MOTIVATION IS IMPORTANT.
ORGANIZING FOR CHANGE MUST ENCOURAGE MAXIMUM USE OF HU-' MAN RESOURCES AND EFFORTS. THERE MUST BE CENTERS OF ACTION TO GENERATE ACTION. THOROUGH PLANS MUST BE MADE WHICH RE-' QUIRES CRITERIA FOR PLANNING. THE PROJECT MUST THEN BE IM-' PLEMENTED. MAXIMUM BENEFITS CAN BE REALIZED ONLY IF PEOPLE ARE EXCITED ABOUT THE PROJECT. RISKS AND CONFLICTS MUST BE MINIMIZED FOR SUCCESS. MOST IMPORTANT, LEADERS FOR CHANGE MUST BE SOUGHT AND TRAINED. ILLUSTRATIONS

0242 LANDBERG, M. C.
LET HIM KNOW HOW HES DOING.'
BANKING, VOL 58-6, DECEMBER 1965, 3 PAGES
PERFORMANCE, APPRAISAL, EVALUATION
MANAGEMENT PERFORMANCE APPRAISAL SYSTEMS HAVE TWO OB-' JECTIVES. FIRST, THEY ARE DESIGNED TO PROVIDE TOP MANAGEMENT WITH NECESSARY INFORMATION TO PLAN FOR FUTURE MANAGEMENT NEEDS. SECONDLY, THEY SHOULD GIVE THE OFFICER BEING APPRAI-' SED A MEASUREMENT AS TO HOW WELL HIS PERFORMANCE COMPARES TO THE DESIRED LEVEL OF ACCOMPLISHMENT. HOWEVER, TOO OFTEN THIS SECOND OBJECTIVE IS NOT MET. THERE IS NO COMMUNICATION ABOUT THE APPRAISAL. MANAGEMENT IS RELUCTANT TO MAKE APPRAISALS BECAUSE IT FEARS BEING CRITICAL.
THROUGH APPRAISAL TRAINING PROGRAMS, MANAGEMENT CAN LEARN TO EXPRESS ITSELF FREELY. AN UNDERSTANDING OF MOTIVA-' TION PSYCHOLOGY IS A NECESSITY. PLANNED APPRAISAL INTERVIEWS MAY INCLUDE SELF-EVALUATION BY THE OFFICER. THE INTERVIEW SHOULD BE PATTERNED TOWARD ORIENTATION, LISTENING, REVIEW-' ING, DISCUSSING, AND ESTABLISHING GOALS. A PROCEDURE THAT REQUIRES SELF-EVALUATION OF PERFORMANCE AND POTENTIAL IS EASIER TO CONDUCT THAN ONE WHICH CREATES DEFENSIVE ATTITUDES

0243 RUHNKE, H. O.
SELECTING CLERICAL PERSONNEL.'
BANKING, VOL 58-5, NOVEMBER 1965, 4 PAGES
TESTS, RECRUIT
A BANKS SUCCESS OR FAILURE DEPENDS ON THE QUALITY OF ITS EMPLOYEES. SUPERIOR PERSONNEL ARE NEEDED TO CARRY OUT ITS EXPANDING ACTIVITIES, BUT BANKS ARE EXPERIENCING A SCARCITY OF QUALIFIED PERSONNEL. LOW PAY IS A REASON FOR HIGH TURN-' OVER RATES.
TO FILL ROUTINE POSITIONS, BANKS RELY ON EMPLOYMENT AGENCIES AS A PRIMARY SOURCE OF EMPLOYEES. HIGH SCHOOL BUS-' INESS COURSE GRADUATES, AND RECOMMENDATIONS BY PRESENT EM-' PLOYEES ARE OTHER SOURCES. THE REFERRAL METHOD MUST BE USED WITH CARE HOWEVER.
ONCE A BANK HAS RECRUITED APPLICANTS, SELECTION FOLLOWS. PROCEDURES INCLUDE A PRELIMINARY INTERVIEW, APPLICATION BLANK, EMPLOYMENT TESTS, EMPLOYMENT INTERVIEWS, AND PHYSICAL EXAMINATIONS.
MOST OF THESE METHODS HAVE BEEN SUCCESSFUL IN SCREENING APPLICANTS FOR BANK CLERICAL POSITIONS.

0244 KLEINMUNTZ, B.
CLINICAL INFORMATION PROCESSING.'
DATAMATION, VOL 11, 12, DECEMBER 1965, 5 PAGES
MEDICAL, DATA-PROCESSING, DIAGNOSIS
BEFORE THE PRESENT DAY PHYSICIAN ARRIVES AT A DIAGNOSIS EXTREMELY LARGE AMOUNTS OF DATA MUST BE PROCESSED. BECAUSE THE SPEED WITH WHICH THESE DATA MUST BE COORDINATED AND COMPILED IS GREAT, THE MEDICAL FIELD EMPLOYS HIGH SPEED DATA-PROCESSING TECHNIQUES. IN THIS ARTICLE SEVERAL TECH-' NIQUES ARE DESCRIBED BRIEFLY.
ONE OF THE PROPOSED APPROACHES FOR MAKING DIAGNOSES BY ELECTRONIC COMPUTERS USES AN ANALOG IN ORDER TO PROCESS AND INTERPRET ELECTROPHYSIOLOGICAL INPUT DATA. TYPES OF DATA THAT SUCH A PROCEDURE COULD PROCESS INCLUDE ELECTROCARDIO-' GRAM READINGS, ELECTROENCEPHALOGRAPHS, BASAL METABOLISM RATES, AND OTHERS THAT YIELD IDENTIFIABLE ELECTRONIC SIGNS. SEVERAL REPORTS IN THE RESEARCH LITERATURE HAVE PROPOSED DIAGNOSTIC SYSTEMS FOR THE PROCESSING OF PHYSIOLOGICAL SIGNS, SYMPTOMS, AND LABORATORY RESULTS. THROUGH HIS OWN EXPERIENCES THE AUTHOR SHOWS THAT THE CLINICAL JUDGEMENT OF THE HUMAN DIAGNOSTICIAN CAN BE SIMULATED ON A COMPUTER.

0245 CACERES, C. A.
COMPUTER ANALYSIS OF MEDICAL SIGNALS.'
DATAMATION, VOL 11, 12, DECEMBER 1965, 4 PAGES
DIAGNOSIS, EDP
RESULTS OF SEVERAL FEASIBILITY AND PROTOTYPE PROJECTS OF THE INSTRUMENTATION FIELD STATION, HEART DISEASE CONTROL PROGRAM, U.S. PUBLIC HEALTH SERVICE, HAVE SHOWN THAT A COMPUTER CAN BE OF TANGIBLE ASSISTANCE TO PHYSICIANS IN DI-' AGNOSING AND SCREENING FOR HEART DISEASE. THE FIELD STATION HAS SET UP A PROCESSING SYSTEM TO DEVELOP A MODEL FOR A PRACTICAL, ECONOMIC, AND CLINICALLY USEFUL COMPUTER SYSTEM OF ELECTRO-MEDICAL SIGNAL ANALYSIS.
FOLLOWING AN EXPLANATION OF THE PROGRAMS OBJECTIVES, THE AUTHOR DESCRIBES SOME OF ITS FUNCTIONS SUCH AS COMPUTER ANALYSIS OF ELECTROCARDIOGRAMS, STATISTICAL ANALYSIS OF ELECTROCARDIOGRAPHIC DATA, AND COMPUTER MONITORING OF DY-' NAMIC ELECTROCARDIOGRAMS. ONE WAY TO INCREASE THE UTILITY OF THE COMPUTER IS TO MAKE IT MORE ACCESSIBLE TO OUTLYING LO-' CATIONS BY USING TELEPHONES TO TRANSMIT DATA. ONE OF THE MOST SIGNIFICANT CONTRIBUTIONS OF A COMPUTER SYSTEM WILL BE THE AID PROVIDED TO A COMMUNITY HEALTH SERVICE.

0246 GREANIAS, E. C.
THE COMPUTER IN MEDICINE.'
DATAMATION, VOL 11, 12, DECEMBER 1965, 4 PAGES
MEDICAL, DATA-PROCESSING, DIAGNOSIS, INFORMATION-SYSTEM
THE ROLE OF THE COMPUTER IN MEDICINE IS EXPANDING AT AN IMPRESSIVE RATE. APPLICATIONS RANGE FROM CONVENTIONAL AC-' COUNTING TO INTEGRATED MANAGEMENT INFORMATION SYSTEMS THAT INCLUDE ADMINISTRATIVE, SERVICE, AND SOME PATIENT CARE FUNCTIONS.
ALTHOUGH IT CAN BE SEEN THAT CURRENT DATA-PROCESSING PROCEDURES ARE ONLY INDIRECTLY CONNECTED WITH THE PATIENT, COUNTLESS OTHER STUDIES ARE NOW UNDERWAY TO APPLY SPECIAL MECHANIZED SYSTEMS IN VIRTUALLY ALL PHASES OF PATIENT CARE. PARTICULAR INTEREST HAS BEEN SHOWN IN DIRECT PATIENT MONI-' TORING, MEDICAL RECORD MECHANIZATION, ECT ANALYSIS, AND PHYSIOLOGICAL MODELING. THE MOST IMPORTANT JOINT CHALLENGE TO THE MEDICAL AND EDP PROFESSIONS TODAY IS THE WIDER AP-' PLICATION OF INFORMATION RETRIEVAL AND LOGICAN ANALYSIS IN THE TREATMENT OF PATIENTS. IN THE FUTURE, IT MAY BE EXPECTED THAT MEDICAL INFORMATION SYSTEMS WILL SPREAD BEYOND THE IN-' DIVIDUAL MEDICAL INSTITUTIONS TO REGIONAL HEALTH CENTERS.

0247 BOUTUELL, E. O.
COMPARING THE COMPACTS.'
DATAMATION, VOL 11, 12, DECEMBER 1965, 6 PAGES
EVALUATION, COMPUTERS
IN HIS DISCUSSION THE AUTHOR CONSIDERS THOSE PROGRAM-' MING CHARACTERISTICS WHICH ARE IMPOSED BY A SHORT WORD LENGTH, THEIR EFFECT ON USE, AND IDENTIFIES A FEW OF THE NEW FEATURES WHICH HAVE BEGUN TO APPEAR IN COMPUTERS OF THIS CLASS.
THE PRINCIPAL CLASSIFYING FEATURES OF THE SHORT WORD LENGTH COMPUTERS ARE THOSE WHICH DESCRIBE AVAILABLE ADDRES-' SING MODES. MOST OF THE COMPUTERS PROVIDE AN INDIRECT AD-' DRESSING CAPABILITY. THE USE OF INDEX REGISTERS IN ADDRESS MODIFICATION AND IN COUNTING ITERATIONS HAS BECOME COMMON IN LARGE COMPUTERS. HOWEVER, THE NECESSITY FOR COST CONSCIOUS-' NESS IN THE SHORT WORD LENGTH CLASS HAS RESULTED IN INDEX REGISTERS BEING COMPLETELY ELIMINATED IN SOME INSTANCES. A NUMBER OF NEW OR NOVEL FEATURES DISCERNABLE AMONG THE SHORT WORD LENGTH COMPUTERS ARE ARITHMETIC AND CPU FEATURES, MEM-' ORY FEATURES, AND INPUT-OUTPUT FEATURES.

0248 FOLLMANN, J. F.
MEDICARE AND DISABILITY INCOME INSURANCE.'
BESTS INSURANCE NEWS - LIFE EDITION VOL 66, 9, JAN 1966 5 PP
SOCIAL-SECURITY
AMONG THE CHANGES MADE BY THE NEW SOCIAL SECURITY ACT AMENDMENTS OF 1965, SECTION 303 WAS AMENDED TO REPLACE THE EXISTING TOTAL AND PERMANENT DISABILITY PROGRAM, DI, WITH A TEMPORARY DISABILITY PROGRAM.
THE PROBLEMS PRESENTED TO WRITERS OF DISABILITY INCOME INSURANCE AS A RESULT OF THE AMENDMENT WILL VARY FROM COM-' PANY TO COMPANY. ONE PROBLEM CAN RESULT FROM THE REVISED DEFINITION OF DISABILITY. ANOTHER IS THAT OF DUPLICATION OF INSURANCE AND SOCIAL SECURITY BENEFITS WHERE THIS RESULTS IN OVERINSURANCE. THE POTENTIAL AFFECT OF THIS NEW LEGISLATION ON THEIR CLAIMS EXPERIENCE IS ANOTHER PROBLEM TO COPE WITH. ALSO, THERE MAY BE A DELAY IN INSURANCE COMPANY CLAIMS PAY-' MENTS PENDING DETERMINATION OF THE EXISTENCE AND AMOUNT OF DI BENEFITS. FINALLY, THE NEW LEGISLATION WILL TEND TO NAR-' ROW THE MARKET FOR PROVATE INSURANCE IN THE FUTURE. THE AUTHOR GIVES SEVERAL APPROACHES TO SOLVE MANY OF THESE PROBLEMS.

0249 SCOTT, D. G.
TOTAL INFORMATION SYSTEM.'
BESTS INSURANCE NEWS - LIFE EDITION, VOL 66, 9 JAN 1966, 4 P
BY A TOTAL INFORMATION SYSTEM, MANAGEMENT IS PRESENTED WITH THE POSSIBILITY OF APPLYING ELECTRONICS TO WHAT WERE FORMERLY REGARDED AS MANAGERIAL TASKS. THE FREEING OF MANA-' GERIAL TIME, THE MOST IMPORTANT FUNCTION OF THE TOTAL IN-' FORMATION SYSTEM, IS THE CHANGE THAT WILL BE THE MOST DIF-' FICULT TO SELL. CONVINCING MANAGEMENT OF THE ADVANTAGES TO BE GAINED WILL REQUIRE SALESMANSHIP AND STRENGTH OF PURPOSE.
THE BENEFITS OF A TOTAL INFORMATION SYSTEM SEEM TO RAISE ORGANIZATIONAL QUESTIONS WITH REGARD TO THE STRENGTH OF THE EXECUTIVE, AND THE GROWING IMPORTANCE OF THE ROLE OCCUPIED BY THE VICE PRESIDENT IN CHARGE OF ELECTRONICS. ALSO, WITH THIS TOTAL INFORMATION SYSTEM, INSURANCE COM-' PANIES HAVE THE ABILITY TO MEASURE COMPANY PROGRESS BY SIM-' ULATING THE FUTURE HISTORY OF THE COMPANY USING ASSUMPTIONS DERIVED FROM CURRENT OPERATIONS AND THEN COMPARING THAT PROJECTION WITH ONE MADE AT AN EARLIER DATE. THE SAME METHOD IS APPLICABLE TO THE BRANCH OFFICES OR GENERAL AGENCIES.

0250 MASSY, W. F.
DISCRIMINANT ANALYSIS OF AUDIENCE CHARACTERISTICS.'
JOURNAL OF ADVERTISING RESEARCH, VOL 5, 1, MARCH 1965, 8 PP.

HOW SIMILAR ARE THE AUDIENCES OF TWO OR MORE ADVERTIS-' ING VEHICLES. THIS ARTICLE ATTEMPTS TO SHOW HOW CONFUSION MATRICES BASED ON MULTIPLE DISCRIMINANT ANALYSIS CAN PRO-' VIDE THE ANSWER.

CONFUSION MATRIX ANALYSIS HAS TWO ADVANTAGES. FIRST, IT IS A MULTIVARIATE STATISTICAL TECHNIQUE, THE INTERRELATION-' SHIPS BETWEEN THE EXPLANATORY VARIABLES ARE TAKEN INTO AC-' COUNT STATISTICALLY, THE SAME AS IN MULTIPLE REGRESSION. SECONDLY, THE RESULTS OF THE ANALYSIS ARE PRESENTED IN A COMPACT FORMAT THAT IS EASY TO INTERPRET AND COMMUNICATE. THE MAIN PROBLEM WITH THE CONFUSION MATRIX APPROACH IS THAT IT DOES NOT PROVIDE DIRECT INFORMATION AS TO THE DIMENSIONS ON WHICH DIFFERENTIATION OCCURS.

0251 BENGE, E. J.
THE PERFORMANCE RATING SPECTRUM.'
PERSONNEL JOURNAL, VOL 45, NO 1, JAN 1966, 1 PAGE
JOB-ANALYSIS

THE OBJECTIVES A RATING SYSTEM IS INTENDED TO ACCOM-' PLISH ARE TO DETERMINE WHETHER A PAY INCREASE SHOULD BE GRANTED, TO LOCATE PROMOTABLE EMPLOYEES, TO LOCATE INCOM-' PETENTS FOR FURTHER ANALYSIS AND DISPOSITION, TO DEVELOP EMPLOYEES FOR BETTER JOB PERFORMANCE, TO PROTECT THE COM-' PANY AGAINST UNJUSTIFIED COMPLAINTS AS TO DISCRIMINATION UNDER CIVIL RIGHTS LAWS, AND TO PAY AN INCENTIVE BONUS BASED ON THE PERFORMANCE RATING. THE AUTHOR PRESENTS A SEVEN POINT SPECTRUM OF RATING METHODS. EACH COMPANY MUST DECIDE WHERE ALONG THIS SPECTRUM IT WILL PLACE ITS RATING SYSTEM. THE SPECTRUM RANGES FROM BLANKET JUDGMENT SUCH AS -HE IS A GOOD WORKER.- TO ANALYZED JUDGMENT BASED ON TH SPECIFIC ITEMS SHOWN IN EACH JOB SPECIFICATION CONVERTED TO THE MENTAL, SKILL AND PHYSICAL REQUIREMENTS DEMANDED OF THE INCUMBENT. IN A FEW INSTANCES THESE CON-' VERSIONS ARE EXPRESSED AS MEASURABLE STANDARDS OF PERFOR-' MANCE SUCH AS QUANTITY, QUALITY, TIME, AND END RESULT.

0252 SCOTT, F. G.
REVOLUTION IN EVOLUTION.'
PERSONNEL JOURNAL, VOL 45 NO 1, JAN 1966, 2 PAGES
RECRUITERS, COUNSELING

THE AUTHOR IS THE PLACEMENT DIRECTOR OF THE HAMPTON INSTITUTE, HAMPTON, VIRGINIA, A PRIVATELY ENDOWED, PREDOMINANTLY NEGRO COLLEGE. INDUSTRY DID NOT OPEN ITS ARMS TO HAMPTON GRADUATES UNTIL 1960. SINCE THEN AN INCREASING INFLUX OF CORPORATE RECRUITERS HAVE DESCENDED ON THE CAMPUS. CHALLENGING PROBLEMS RESULTED.

THE MOST INTERESTING, DEMANDING AND GRATIFYING ONES HAVE BEEN THOSE OF COMMUNICATION WITH INDUSTRY REPRESEN-' TATIVES AND COUNSELING OF STUDENTS. THE RESULTS TO DATE HAVE BEEN GOOD AND THE RELATIONSHIP BETWEEN COMPANY REPS. AND FACULTY HAS DEVELOPED AN INTEREST IN THE FUTURES OF THE STUDENTS AND IN CAREERS THAT WOULD NOT OTHERWISE HAVE BEEN POSSIBLE. THERE IS GROWING INTEREST AMONG THE STU-' DENTS IN OPPORTUNITIES AVAILABLE AND THE HAMPTON SENIOR IS MORE RECEPTIVE TO COUNSELING AS A RESULT OF THE OPPORTUNI-' TIES NOW AVAILABLE TO HIM. SUMMER EMPLOYMENT FOR STUDENTS AND FACULTY HAS INCREASED. ALSO GIFTS OF EQUIP. TO SCHOOL.

0253 KELLY, C. M.
THE MYTH OF THE -KEY COMMUNICATOR-.'
PERSONNEL JOURNAL, VOL 45, NO 1, JAN 1966, 4 PAGES
SUPERVISOR

THE ARTICLE PROVIDES A RECONCILIATION OF THE MANY THEORETICAL ROLES GIVEN TO THE SUPERVISOR IN AN ORGANI-' ZATION. THE SUPERVISOR OR FOREMAN IS A KEY MAN AND ALSO A FORGOTTEN MAN. THERE IS ALWAYS SOMEONE IN THE ORGANI-' ZATION WHO IS SUPPOSED TO KNOW MORE THAN THE FOREMAN DOES AND GENERALLY HAS MORE TO SAY ABOUT ALMOST EVERY MATTER THAT COMES UP. IF THE FOREMAN IS NOT THE KEY COMMUNICATOR IT IS A MISTAKE TO REFER TO HIM AS SUCH.

THE FOREMAN IS A MEMBER OF MANAGEMENT WHO OCCUPIES A POSITION WITH CERTAIN STRATEGIC CONSIDERATIONS, NONE OF WHICH IS STATIC AND EACH OF WHICH VARIES IN IMPORTANCE ACCORDING TO COMMUNICATION SUBJECT MATTER AND PURPOSE. HE HAS DIRECT, DAILY CONTACT WITH THE WORKERS, AN AD-' VANTAGE IN HANDLING SOME COMMUNICATION PROBLEMS. HE HAS A RANGE OF ABILITIES AND A ZONE OF COOPERATION. HE CAN BE EXPECTED TO DEVOTE ONLY SO MUCH OF HIS ENERGY TO PLANNING AND CARRYING OUT NON-ROUTINE COMMUNICATION.

0254 DROEGE, R. C.
NATIONAL TYPING TEST NORMS.'
PERSONNEL JOURNAL, VOL 45, NO 1, JAN 1966, 5 PAGES
CLERICAL, EVALUATED

TYPING TESTS ARE AMONG THE MOST WIDELY USED OF PSYCHOLOGICAL TESTS. TYPING SKILL QUALIFICATIONS ARE USUALLY EVALUATED IN TERMS OF SPEED AND ACCURACY. STUDY RESULTS SHOWED THAT SCORE DISTRIBUTIONS WERE DIFFERENT FOR MANUAL AND ELECTRIC TYPEWRITERS. THEREFORE SEPARATE NORMS FOR MANUAL AND ELECTRIC TYPEWRITER OPERATORS WERE REQUIRED. THERE IS LITTLE DIFFERENCE IN ACCURACY NORMS, BUT SPEED NORMS VARY CONSIDERABLY. GRAPHS TO SHOW THIS ARE PRESENTED ALONG WITH SEVERAL TABLES OF DATA.

0255 HOUSE, W. C.
EFFECTS OF GROUP COHESIVENESS ON ORGANIZATION PERFORMANCE.'
PERSONNEL JOURNAL, VOL 45, NO 1, JAN 1966, 6 PAGES
SATISFACTION

NUMEROUS STUDIES POINT OUT A RELATIONSHIP BETWEEN GROUP COHESIVENESS AND PRODUCTIVITY OR MORALE. HIGHLY COHESIVE WORK GROUPS SHOWED EXCEPTIONAL PRODUCTIVITY WHEN THE TEAM FELT SECURE AND HAD GENERALLY FAVORABLE ATTITUDES TOWARD THE COMPANY.

A COHESIVE GROUP PROVIDES SATISFACTIONS FOR ITS MEMBERS AND THUS HAS VALUE FOR ITS MEMBERS. THE CONSTANT INTERACTION OF POSITIVE AND NEGATIVE FORCES AFFECT SUC-' CESSFUL GROUP PERFORMANCE. IF POSITIVE FORCES CAN BE STIMULATED TO THE EXTENT THAT THEY OUTWEIGH NEGATIVE FORCES, A HIGH DEGREE OF GROUP COHESION CAN BE ACHIEVED. VARIOUS POSITIVE AND NEGATIVE FORCES MENTIONED.

STUDIES SHOW THAT GROUP COHESIVENESS DEPENDS ON MEMBER SATISFACTION AND THAT MEMBER SATISFACTION IN TURN IS HINDERED OR ENHANCED BY THE QUALITY OF LEADERSHIP WHICH IS PRESENT IN THE GROUP. SUCCESSFL LEADERSHIP CHARACTERISTICS ARE DISCUSSED.

0256 TRIPP, W. H.
PROFESSIONALISP AND PROFITS.'
PERSONNEL JOURNAL, VOL 45, NO 1, JAN 1966, 3 PAGES

A WARNING TO THE OVER-PROFESSIONALIZED INDIVIDUAL TO SUBORDINATE HIS YEARNING FOR PROFESSIONAL RECIGNITION TO THE MAIN PURPOSE OF HIS OWN EMPLOYMENT, THAT IS TO CONTRI-' BUTE TO HIS COMPANYS PROFIT. WHAT CHAN BE DONE TO IMPRESS UPON THE PERSONNEL ADMINISTRATOR HIS RESPONSIBILITY TO BE A PROFIT CONSCIOUS BUSINESSMAN FIRST AND A PROFESSIONAL SECOND.

MR. GRIPP REVIEWS THE CLASSIC PERSONNEL FUNCTIONS OF EMPLOYMENT, MERIT RATING, WAGE AND SALARY ADMINISTRATION, BENEFITS, TRAINING AND MANAGEMENT DEVELOPMENT, LABOR RE-' LATIONS, AND COMMUNICATIONS TO REVEAL AREAS OF PROFIT OPPORTUNITY.

EMPLOYING QUALITY PEOPLE IS MOST IMPORTANT AND THE NEEDED STRONG PERSONNEL MAN MUST ALSO FIRE MEDIOCRE OR INCOMPETENT EMPLOYEES. SUGGESTIONS ARE PRESENTED IN EACH OF THE ABOVE MENTIONED PERSONNEL FUNCTIONS.

0257 LYNCH, E. M.
SO YOURE GOING TO RUN A MEETING.'
PERSONNEL JOURNAL, VOL 45, NO 1, JAN 1966, 3 PAGES
SYMPOSIUM, CONFERENCES, SEMINAR

MRS. LYNCH PRESENTS HELPFUL SUGGESTIONS ON WHAT TO DO BEFORE, DURING, AND AFTER YOUR MEETING.

HER BEFORE THE MEETING SUGGESTIONS ARE BRIEFLY TO INSURE A REASON FOR THE MEETING, PICK THE RIGHT AUDIENCE, CHOOSE LEADERS WITH KNOW-HOW TO LEAD, LEADERS MUST UNDER-' STAND THEIR SUBJECT MATTER, ADEQUATE MEETING FACILITIES, OBTAIN AND ORGANIZE ANY SPECIAL EQUIPMENT NEEDED.

TO RUN A MEETING WEEL MAKE THE REGISTRATION AS EASY AND FAST AS POSSIBLE, MEANS OF IDENTIFICATION FOR ATTENDEES, PROMPTNESS, LET CHAIRMAN RUN THE MEETING, GEAR THE MEETING TO PARTICIPANTS, DEEP GROUPS SMALL, BE IN CONTROL OF MEETING AND SCHEDULE BREAKS, KEEP MEETINGS LIVELY AND ON SCHEDULE.

AFTER THE MEETING, REVIEW IT CRITICALLY AS SOON AS IT IS OVER, CONSIDER EVALUATION FORM FOR PARTICIPANTS, EXPRESS APPRECIATION, DELIVER PROMISED MATERIAL, GEAR FUTURE MEETINGS TO IMPROVEMENTS DISCOVERED HERE, AND AVOID OVER-' WORKING VOLUNTEER LEADERS.

0258 GUNDERS, HENRY
PLANNING IN THE MODERN CORPORATION.'
PRICE WATERHOUSE REVIEW, VOL 10-4, WINTER 1965, 20 PAGES
OPTIMIZING, FORECASTING

MR. GUNDERS STUDY SHOWS HOW AN ALLIANCE OF THE TECH-' NIQUES OF ACCOUNTING, MATHEMATICS, AND THE COMPUTER SCIENCES IS GREATLY HELPING IN OPTIMIZING CORPORATE PROFITS. OPERA-' TIONS RESEARCH TECHNIQUES PROVIDE A POWERFUL TOOL FOR INTE-' GRATED BUSINESS PROFIT PLANNING.

IN A SENSE, THE USE OF OPERATIONS RESEARCH METHODS IN PROCESS INDUSTRIES COULD BE REGARDED AS AN INTERIM STEP, LEADING TO ULTIMATE AUTOMATED PRODUCTION SCHEDULING THAT IS SELF-CORRECTING.

THE AUTHOR DESCRIBES THE AREAS IN WHICH THESE METHODS WILL BE USED. THEY INCLUDE STATISTICAL METHODS APPLIED TO SALES FORECASTING, INVENTORY PLANNING PROCEDURES, INTEGRATED MARKETING, DISTRIBUTION, PRODUCTION PLANNING, AND SHORT-TERM INDIVIDUAL MACHINE PRODUCTION SCHEDULING.

THE CONCEPTS DISCUSSED AND THE CASES ILLUSTRATED ARE AIMED AT STIMULATING INTEREST TO IMPEL PROFIT PLANNERS TO APPLY THESE METHODS IN HIS COMPANY. GRAPHS, EXHIBITS.

0259 DRAEGER, K. W.
ORGANIZING A COMPUTER SERVICE TO SUPPLY EMPLOYEE MOTIVATION DATA PROCESSING, VOL 7-11, NOVEMBER 1965, 5 PAGES

ALTHOUGH THERE ARE NO ESTABLISHED METHODS OR ORGANIZING A COMPUTER INSTALLATION, THERE ARE FACTORS THAT MANAGEMENT MUST CONSIDER. THIS ARTICLE DEALS MAINLY WITH ESTABLISHING MEASUREMENT AND CONTROL PRACTICES OVER THE DATA PROCESSING SERVICE ORGANIZATIONS BUDGET AND PERFORMANCE.

THERE ALSO MUST BE MEASUREMENT AND CONTROL OF MOTIVA-' TION. A LARGE COMPUTING CENTER CONSISTS OF AREAS IN MANAGE-' MENT, SYSTEMS AND PROCEDURES ANALYSIS, PROGRAMMING, MACHINE OPERATIONS, AND KEYPUNCH AND CLERICAL. THE AUTHOR DISCUSSES THE ROLES AND OPERATIONS OF EACH OF THESE AREAS.

A RELATIONSHIP IS MADE THAT BUDGETARY CONTROLS AND PERFORMANCE MEASUREMENTS INDIRECTLY SUPPLY A BASIS FOR MO-' TIVATION. TO EXPEDITE THE TRANSITION FROM THESE CONTROLS AND MEASUREMENTS TO THE ACCOMPLISHMENT OF ORGANIZATIONAL GOALS, THE COMMUNICATIONS ENVIRONMENT MUST ALLOW FREEDOM.

0260 CATTANEO, E. R.
THE PEOPLE IN EDP.'
DATA PROCESSING, VOL 7-11, NOVEMBER 1965, 4 PAGES
EDUCATING, DATA-PROCESSING

MR. CATTANEO STATES THAT THE FUTURE FOR PEOPLE IN ELECTRONIC DATA PROCESSING IS BRIGHTER THAN EVER BEFORE. THE SPECIALIST IS NOW BECOMING A PROFESSIONAL. BUT THE MAJOR PROBLEM IS FOR INDUSTRIES TO FIND EDP MEN AND TO KEEP THEM.

UNLESS MANUFACTURERS COME UP WITH REVOLUTIONARY AUTO-' MATIC PROGRAMMING TECHNIQUES TO FREE PROGRAMMERS FOR SYSTEMS WORK, THE INDUSTRY WILL BE IN A PROGRAMMER-ANALYST BIND. AN EDP MANAGER MUST BE A GOOD ADMINISTRATOR, PERSONNEL MANAGER, AND INFORMATION PROCESSING EXPERT, FAMILIAR WITH SYSTEMS ANALYSIS, PROGRAMMING AND OPERATIONS.

HOLDING EDP PERSONNEL TAKES A LONG TIME. EDUCATING NEW PEOPLE OR RE-EDUCATING MANAGERS IN EDP TECHNIQUES IS A DIF-' FICULT PROCESS. THE ANSWER MAY LIE IN MASS EDUCATION. FEW GOOD EDP PEOPLE ARE UNDERPAID, BUT MANY INEXPERIENCED PEOPLE ARE OVERPAID. THE STATUS OF EDP WORKERS WILL BE INFLATED FOR AT LEAST ANOTHER GENERATION. KEY PERSONNEL ARE ESSENTIAL BUT ACQUIRING THESE PEOPLE IS OFTEN IMPOSSIBLE.

0261 JACKSON, T. W.
THE INEFFICIENT CAREER.'
DATA PROCESSING, VOL 7-11, NOVEMBER 1965, 4 PAGES
RETRIEVAL, RECRUIT, PLACEMENT

MR. JACKSON SUGGESTS THAT TODAY, A TECHNICAL MANS RE-' LATION TO HIS EMPLOYER IS MUCH DIFFERENT THAN IT WAS A FEW YEARS AGO. CAPABILITIES ARE NOW MEASURED MORE PRECISELY. THERE IS INCREASED STANDARDIZATION AND PERSONAL MOBILITY. A CAREER MAN MUST VISUALIZE HIS PROGRESS IN TERMS OF MORE THAN ONE EMPLOYER, INDUSTRY, OR LOCATION.

A PROBLEM IS THAT NO EFFICIENT SYSTEM EXISTS TO COPE WITH PROBLEMS OF DISLOCATION OR RELOCATION. THE EMPLOYMENT PROCESS HAS CHANGED GREATLY IN THE PAST YEARS. THE EMPLOYERS PROBLEMS OF COMMUNICATING WITH THE APPLICANT ARE AS COMPLI-' CATED AS THE APPLICANTS IN COMMUNICATING WITH HIM.

THE GREATEST CHALLENGE IS THE NEED FOR A NATIONAL, HIGH SPEED, PRECISE COMMUNICATIONS NETWORK TO ENABLE QUICK CAN-' VASSING OF CAREER OPPORTUNITIES. A LARGE MANPOWER NETWORK IS ANOTHER DESIREABLE FEATURE. EXPANDING THIS PERSONNEL SERVICE TO INCLUDE COMPUTERS AND INFORMATION RETRIEVAL SYSTEMS WOULD BE A LARGE, BUT NOT IMPOSSIBLE TASK.

0262 CAMPAGNA, J. F.
THE CAPABILITIES OF REMOTE DATA-PROCESSING - PART 2.'
JOURNAL OF DATA MANAGEMENT, VOL 4-1, JANUARY 1966, 6 PAGES
EDP COMPUTERIZATION

IN THIS, THE SECOND IN A THREE-PART SERIES, THE AUTHOR DEALS WITH THE SPECIAL CHARACTERISTICS REQUIRED IF REMOTE PROCESSING IS TO BE ACHIEVED ECONOMICALLY AND EFFECTIVELY.

BEFORE DEALING WITH TECHNICAL REQUIREMENTS, THE TERMS AND CONCEPTS INVOLVED IN REMOTE PROCESSING ARE DEFINED. THE READER BECOMES FAMILIAR WITH SUCH TERMS AS TIME-SHARING, MULTIPROGRAMMING AND MULTIPROCESSING.

AFTER DEFINING TERMS, THE CENTRAL FACILITY OF THE SYSTEM IS DISCUSSED. DESCRIPTIONS AND REQUIREMENTS OF SYSTEM COMPONENTS INCLUDING COMMUNICATION EQUIPMENT, INPUT AND OUTPUT PROCESSING, PERIPHERAL EQUIPMENT, LARGE MEMORY SYS-' TEMS, AND CENTRAL PROCESSING ARE PRESENTED. IN ADDITION, A MASTER EXECUTIVE SYSTEM PROVIDES THE WORKING SOFTWARE TO IMPLIMENT FLEXIBILITY INTO THE OPERATION OF THE SYSTEMS HARDWARE COMPONENTS. THE CENTRAL FACILITY SHOULD HAVE VER-' SATILE CAPABILITIES TO ACCOMMODATE MANY REMOTE STATIONS.

0263 CHALEKIAN, H. A.
BREAKING THE REPORTS BARRIER.'
JOURNAL OF DATA MANAGEMENT, VOL 3-12, DECEMBER 1965, 6 PAGES
RETRIEVAL

MR. CHALEKIAN STATES THAT ONE OF THE MAJOR PROBLEMS FACING GROWING COMPUTER INSTALLATIONS IS THAT OF COPING WITH THE HUGE NUMBER OF REQUESTS FOR INFORMATION RETRIEVAL RE-' PORTS IN EITHER A SCHEDULED OR ONE-SHOT BASIS.

WESTERN PUBLISHING COMPANY HAS TAKEN A MAJOR STRIDE IN THIS AREA BY DEVELOPING A SINGLE NOVEL PROGRAM THAT GIVES TAPE-SPEED RANDOM-ACCESS FLEXIBILITY TO BATCH-PROCESSING ORIENTED SYSTEMS. IT EXPLOITS THE POWERFUL SORTING SOFTWARE CAPABILITY AND PROGRAMMING FLEXIBILITY OF THE UNIVAC III. A DETAILED DESCRIPTION OF THE BASIC FEATURES AND CAPABILI-' TIES OF THE PROGRAM ARE DISCUSSED.

THE PROGRAM IS FLEXIBLE ENOUGHT TO GENERATE A LARGE VARIETY OF REPORTS, BUT CAN BE REFINED AS NECESSARY IN A NUMBER OF WAYS. THE RESULT IS MAXIMUN FLEXIBILITY WITH MUN-' IMUN COMPUTER TIME AND EXPENSE.

0264 EVANS, M. K.
CONTROLLING THE INFORMATION AVALANCHE.'
JOURNAL OF DATA MANAGEMENT, VOL 3-12, DECEMBER 1965, 7 PAGES
DECISION-MAKING

IN LINE WITH A TREMENDOUSLY INCREASED ABILITY OF COM-' PUTERS AND COMMUNICATIONS TO HANDLE INFORMATION, THERE HAS BEEN AN EXPLOSION IN THE AMOUNT OF INFORMATION WHICH MAN-' AGEMENT MUST USE AND ABSORB IN DECISION MAKING. THIS GROWTH IN INFORMATION REQUIREMENTS HAS LEFT MANAGEMENT WORRIED AND PERPLEXED.

THE FOUR BASIC CONSIDERATIONS WHICH MUST BE KEPT IN MIND IN TACKLING THE INFORMATION PROBLEM ARE THE SIZE AND COMPLEXITY OF THE COMPANY, THE KEY DECISION AREAS OF THE BUSINESS, THE ORGANIZATIONAL STRUCTURE AND DELEGATION PRAC-' TICES, AND THE RELATIONSHIP BETWEEN INFORMATION AND ACTION. EACH OF THESE CONSIDERATIONS IS DISCUSSED.

THE AUTHOR SUGGESTS FIVE KEY STEPS IN SETTING UP A GOOD INFORMATION SYSTEM - SELECT A PROJECT LEADER, THINK THROUGH YOUR INFORMATION REQUIREMENTS, ENLIST YOUR MANAGEMENT TEAM, DESIGN THE NEW SYSTEM, AND REVIEW AND ADOPT THE PLAN.

0265 KUCH, T.D.C.
THE T-FORMATION.'
DATAMATION VOL. 11, 5. MAY, 1965 3P.
ORGANIZATION-CHARTS, DATA-PROCESSING

THE HISTORY OF ORGANIZATIONAL THEORY TO THE PRESENT TIME HAS CONSISTED OF REPEATED ATTEMPTS TO UPDATE THE CLASSICAL PYRAMID CHART WHICH DERIVES ITS STABILITY FROM ITS BROAD BASE AND TRIANGULAR FORM. HOWEVER, BECAUSE OF ITS LACK OF FLEXIBILITY, IT FAILS TO TAKE ACCOUNT OF THE FACT THAT SOME DEPARTMENTS OF A CORPORATION, SUCH AS DATA-PROCESSING, ACHIEVE A POSITION ON THE CHART OUT OF ALL PROPORTION TO THEIR REAL IMPORTANCE. THE T-FORMATION IS A NEW CONCEPT IN MANAGEMENT ORGANIZATION FOR DATA-PROCESSING AND IS A SUC-' CESSOR TO THE CLASSICAL PYRAMID-SHAPED ORGANIZATION CHART.

0266 KOUDRY, J.
LOGIC CHARTING THE TOTAL SYSTEM.'
DATA PROCESSING MAGAZINE, VOL 8-1, JANUARY 1966, 6 PAGES
DOCUMENTATION, FLOWCHART

MR. KOUDRY FEELS THAT SYSTEM DOCUMENTATION TECHNIQUES DEVELOPED AND USED IN MANUAL SYSTEM STUDIES DO NOT PROVIDE A BASE TO ENABLE AN ANALYST TO EFFECTIVELY DESIGN A COMPUTER-' BASED SYSTEM. ONCE THE ANALYST HAS DEFINED THE PRESENT SYS-' TEM IN TERMS OF BASIC COMPUTER LOGIC, THE DEVELOPMENT OF THE COMPUTER-BASED SYSTEM FROM THESE LOGICAL ELEMENTS IS GREATLY FACILITATED.

THE LOGIC-CHARTING TECHNIQUE INVOLVES DOCUMENTING THE PROCEDURES OF THE PRESENT SYSTEM IN TERMS OF PROCESSING STEPS AND DECISION CONDITIONS. ONCE THE PRESENT SYSTEM HAS BEEN DOCUMENTED, THE SAME METHOD SHOULD APPLY TO DESIGNING A NEW SYSTEM. PRE-CHARTING THE SYSTEM ALLOWS THE ANALYST TO LEARN THE SYSTEM BEFORE ENTERING THE FIELD. THE LOGIC-CHAR-' TING TECHNIQUE AUTOMATICALLY CALLS ATTENTION TO LOGIC ERRORS

THE SYMBOLOGY USED IS THE SAME AS THAT USED FOR DRAW-' ING PROGRAM FLOW CHARTS, WITH ADDITIONAL CONVENTIONS USED TO OPTIMIZE THE APPLICABILITY. EXHIBITS.

0267 SINGLETARY, O.
THE JOB CORPS.'
BANKING, VOL 58-7, JANUARY 1966, 3 PAGES
TRAINING, RECRUITING

THIS ARTICLE BY THE DIRECTOR OF THE JOB CORPS DISCUSSES THE PURPOSE, BEGINNING, AND SOURCE OF THE PROGRAM. THE CORPS WAS AUTHORIZED BY THE ECONOMIC OPPORTUNITY ACT OF 1964 AND IS DESIGNED TO HELP YOUNG PEOPLE, AGES 16 THROUGH 21 WHO ARE OUT OF SCHOOL OR OUT OF WORK. THREE TYPES OF CENTERS ADMIN-' ISTER THE PROGRAM WITH CONSERVATION CENTERS PROVIDING WORK IN PARKS OR FORESTS AND TWO TYPES OF URBAN CENTERS ORIENTED TOWARD VOCATIONAL TRAINING.

PROBLEMS HAVE ARISEN IN MANY AREAS. FORMING A LARGE, CO-OPERATIVE, INTER-AGENCY OFFICE WAS A LARGE TASK. PROBLEMS EXIST IN RECRUITING YOUNGSTERS. FINDING A DEDICATED STAFF WAS NOT EASY. HOWEVER, AN OVERWHELMING NATIONAL INTEREST IS NOW GROWING TO ALEVIATE THESE PROBLEMS.

HOWEVER, THE PUBLIC SEEMS TO HAVE A ONE-SIDED VIEW OF THE PROGRAM. PEOPLE MUST UNDERSTAND THAT THERE WILL BE HOMESICKNESS, DROP-OUTS, FIGHTS, AND DISCIPLINARY PROBLEMS. THE PROGRAMS SUCCESS LIES IN ITS JOB-PREPARATION ABILITIES.

0268 HITSELBERGER, T. E.
EFFECTIVE TRAINING PROGRAMS FOR COLLEGE GRADUATES.'
BANKING, VOL 58-7, JANUARY 1966, 3 PAGES
TRAINING, EVALUATING, ORIENTATION

ONE OF THE BIG PROBLEMS FACING BANKERS IS THAT OF MAN-' AGEMENT SUCCESSION. OBTAINING AND RETAINING COLLEGE GRADS IS A COMPETITIVE PROCESS. BANKS MUST OBTAIN AS MUCH MANAGEMENT POTENTIAL AS POSSIBLE AS QUICKLY AS POSSIBLE.

BANK AND TRAINEE AIMS ARE VERY SIMILAR, AND TRAINING PROGRAMS ARE GEARED TO MEET THESE AIMS. PROGRAMS HAVE COME A LONG WAY SINCE THEIR BIRTH IN THE 40S. TODAY, MOST PROGRAMS ROTATE TRAINEES THROUGH THE MAJOR DEPARTMENTS OF THE BANK THIS PROCESS ADDS MANY SPECIALTIES TO A MANS CAPABILITIES, PROVIDING ADMINISTRATIVE PROTECTION.

AN EFFECTIVE TRAINING PROGRAM NEEDS THE BACKING OF ABLE MANAGERS WHO CAN COMMUNICATE AND REVIEW PERFORMANCES WELL. TRAINING PROGRAM EFFECTIVENESS CAN BE DETERMINED BY EVAL-' UATING FIRST-JOB ACHIEVEMENTS. THESE FIRST-JOB ASSIGNMENTS MAY BE IN AREAS WHERE TRAINEES ARE EITHER STRONG OR WEAK. FINALLY, REACTIONS TO THE PROGRAM FROM THE TRAINEE ARE ALSO IMPORTANT IN DESIGNING EFFECTIVE METHODS.

0269 MCCUSKER, OWEN F.
WINNING THE BATTLE AGAINST TIME.'
PERSONNEL JOURNAL, VOL. 44, NO. 11, DEC., 1965 4 PAGES
PROGRAM, PLANNING

TO WIN THE BATTLE AGAINST TIME WAGED AT ALL LEVELS IN THE BUSINESS ORGANIZATION, THE AUTHOR PROPOSES THE DEVELOP-' MENT AND USE OF A-TIME MAP.

THE TIME MAP PLANNING PROCEDURE IS DESIGNED TO HELP DEVELOP A CONCEPT OF TIME. YOUR OWN JOB FUNCTIONS AND OB-' JECTIVES ARE ANALYZED.

THE POTENTIAL BENEFITS OF UTILIZING THE TIME MAP ARE ITS STRONGEST SELLING POINTS. PLANNING FORCES YOU TO SEE MORE CLEARLY IDENTIFIED GOALS, OBSTACLES TO BE OVERCOME TO REACH THESE GOALS, AND DEVELOPS A PRIORITY SENSE THAT HELPS YOU FIT WHAT YOU WANT TO DO INTO THE TIME AVAILABLE. PLANNING GIVES YOU CONFIDENCE, MAKES YOU MORE DEPENDABLE AND EFFICIENT, AND PREPARES YOU FOR PROMOTION.

0270

IWOULD LIKE TO STOP LYING TO MY BOSS.'
PERSONNEL JOURNAL, VOL. 44, NO. 11, DEC., 1965 8 PAGES
ABSENTEEISM

THE AUTHOR DECLARES THE SYSTEM WHEREBY COMPANIES ALLOW AN EMPLOYEE A FIXED NUMBER OF DAYS ABSENT FOR PERSONAL, PHYSICAL SICKNESS WHICH MUST BE STATED AND DESCRIBED TO AN IMMEDIATE SUPERVISOR AN UNWARRANTED INVASION OF PRIVACY. SHE SUGGESTS COMPANIES ALLOW A GIVEN NUMBER OF DAYS PER YR. FOR ABSENCE DUE TO ILLNESS OR GENUINE PERSONAL EMERGENCY, INCLUDING FAMILY PROBLEMS. EXCESS DAYS ARE TO BE DEDUCTED FROM SALARIES, NOTICE OF ABSENCE MUST BE GIVEN DURING FIRST HALF-HOUR OF WORKING DAY, BUT NO FURTHER EXPLANATION NEED BE GIVEN.

SHE ALSO PROPOSES THE ALLOWED ABSENCE TIME BE CUT IN TWO, BUT NO QUESTIONS ASKED ABOUT REASONS FOR ABSENTEEISM. SHE BELIEVES ABSENTEEISM WILLDECLINE AND THAT IMPORTANT INSIGHTS INTO CHARACTER OF EMPLOYEES WILL BE GAINED SUCH AS WHICH PEOPLE ARE CONSISTENTLY ABSENT AT PEAK-LOAD TIMES AND WHICH TAKE PAINS TO TAKE CARE OF PERSONAL MATTERS AT OTHER TIMES.

0271 BATTEN, J. D. STOUDER, DALE H.
COMPENSATION AND JOB EVALUATION.'
PERSONNEL JOURNAL, VOL. 44, NO. 11, DEC., 1965, 4 PAGES
APPRAISAL, REVIEW

AN EFFECTIVE COMPENSATION SYSTEM MUST PROVIDE A CON-' SISTENT METHOD FOR ESTABLISHING THE RELATIVE WORTH OF EACH JOB, PROVIDE A METHOD FOR RECOGNIZING THE EFFECT OF THE LAW OF SUPPLY AND DEMAND ON VARIOUS JOB CLASSIFICATIONS WITHOUT DISTORTING THE RELATIVE WORTH OF JOBS WITHIN THE ORGANIZA-' TION, AND MUST PROVIDE FOR EXCEPTIONAL PAY FOR EXCEPTIONAL PERFORMANCE.

A SEVEN STEP METHOD FOR ESTABLISHING A JOB EVALUATION SYSTEM IS PRESENTED. BRIEFLY, PREPARE DETAILED JOB DESCRIP-' TIONS, DETERMINE RELATIVE VALUE OF EACH JOB, RANK JOBS, PREPARE SCATTERGRAN OR DETERMINE LINE OF BEST FIT USING LEAST SQUARES FORMULA, ESTABLISH RATE RANGE FOR EACH JOB, DETERMINE WHICH JOBS VARY GREATLY FROM SALARY LINE, AND

COMPARE SALARY LEVELS WITH COMPARABLE COMPANIES IN AREA.

0272 BAHN, CHARLES
EXPANDED USE OF THE EXIT INTERVIEW.'
PERSONNEL JOURNAL, VOL. 44, NO. 11, DEC., 1965, 4 PAGES
SATISFACTION, DISSATISFACTICN

A PROPERLY CONDUCTED EXIT INTERVIEW CAN PRODUCE VALU-' ABLE INFORMATION FOR MANAGEMENT ON THE OPERATICNAL PROCED-' URES OF THE COMPANY AND THE EMPLOYEE ATTITUDES.

IN THE EXIT INTERVIEW AN EFFORT SHOULC BE MADE TO COVER THE WIDEST RANGE OF SCURCES OF EMPLOYEE SATISFACTION AND DISSATISFACTION. THE EMPLOYEE SHOULD BE ENCOURAGE TO TELL WHAT IS ON HIS MIND ANC WHAT HE CONSICERS MOST IMPOR-' TANT.

THE INTERVIEW SHOULD BE SOMEWHAT STRUCTURED, CONDUCTED IN AN AMPLE AMOUNT OF TIME, TAKE PLACE IN A PRIVATE OFFICE, AND BE CONDUCTED BY SOMEONE SUFFICIENTLY HIGH IN THE ORGANIZATION TO ASSESS AND RECOGNIZE SIGNIFICANT INFORMA-' TION AND TO INITIATE CONSIDERATION OF REMEDIAL ACTION WHERE APPROPRIATE.

INFORMATION OBTAINED IN AN EXIT INTERVIEW CAN BE VERY USEFUL DESPITE ITS LIMITED VALIDITY.

0273 SAVITT, MORRIS A.
A FRESH SLANT ON THE INDUCTION PROGRAM.'
PERSONNEL JOURNAL, VOL. 44, NO. 11, DEC., 1965, 3 PAGES
RECRUITMENT ORIENTATION

A SOUND INDUCTICN PROGRAM IS GENERALLY CONSIDERED TO PLAY AN IMPORTANT RCLE IN REDUCING TURNOVER AND GRIEVANCES. HOWEVER, THE AUTHOR FEELS IT IS AS IMPORTANT TO GIVE SPECI-' AL ATTENTION TO THE OLD-TIMERS IN THE IMMEDIATE WORK GROUP AS IT IS TO FOCUS ON THE NEW EMPLOYEE DURING THE ENTIRE HIRING PROCESS. HIS WORK EXPERIENCE SUPPORTS THIS VIEW.

THE INDUCTION PROGRAM SHOULD TAKE INTC ACCOUNT THE INTERESTS OF THE NEW EMPLOYEE, THE INTERESTS OF THE EMPLOY-ER, AND THE INTERESTS OF THE OLD-TIMERS IN THE IMMEDIATE WORK GROUP. EACH INTEREST IS VIEWED WITH RESPECT TO THEIR INTERRELATIONSHIPS, THE INABILITY TO ISCLATE ANC DIRECTLY MEASURE EACH INTEREST, AND THE EFFECTS OF OBSERVER INTRU-SION.

0274 LYNCH, CHARLES H.
THEORY AND PRACTICE OF PERFCRMANCE APPRAISAL
PERSONNEL JOURNAL, VOL. 44, NO. 11, DEC., 1965, 3 PAGES.
JOB-DESCRIPTION MEASUREMENT

PERFORMANCE APPRAISAL OR ACCOUNTABILITY MANAGEMENT, THE NAME THE AUTHOR SUGGESTS FOR THE CONCEPT, HAS FOUR RELATED STEPS IN WHICH A MANAGER DESCRIBES THE JOB TO BE HANDLED BY HIS SUBORDINATE, DEVELOPS OBJECTIVES AND MEANS OF MEASURE-' MENT APPROPRIATE TO THE JOB, CCMMUNICATES THE JCB DESCRIP-' TICN AND ITS OBJECTIVES TO THE SUBORDINATE, AND MEASURES THE SUBORDINATES ACCOMPLISHMENTS AGAINST THE OBJECTIVES. THE AUTHOR DISCUSSES THE DIFFICULTIES WHICH MUST BE RE-' SOLVED IN EACH OF THESE AREAS.

0275 BEUSCHEL, RICHARD T.
CHANGING NATURE OF PERSONNEL.'
PERSONNEL JOURNAL, VOL. 45, NO. 1, JAN., 1966, 2 PAGES
PROJECTIONS, FORECASTS, PREDICTIONS

PERSONNEL MUST DO MORE FORWARD PLANNING AND STOP DEAL-' ING WITH HISTORICAL DATA. DATA PROCESSING CAN ASSIST PER-' SONNEL MANAGEMENT IN THE TRANSITION. REPORTS CAN BE CON-' VENIENTLY HANDLED ON THE COMPUTER.

PROJECTIONS AND SIMULATIONS OF FUTURE TRENDS CAN BE TESTED ON COMPUTERS. GREATER EMPHASIS SHOULC BE PLACED ON MOTIVATIONAL STUDIES. THERE IS NEED FOR RETRAINING PROGRAMS AS JOB EMPHASIS SHIFTS.

IMAGINATION, INDERSTANDING, AND PATIENCE ARE NEEDED IF FULL BENEFIT IS TO BE DERIVED FROM USE OF EDP TO IMPROVE THE FORWARD PLANNINF INFORMATION OF PERSONNEL. MANY CHANGES IN TRADITIONAL WAYS CF OPERATING WILL BE INVOLVED. FOR EXAMPLE THE CONCEPT OF INTEGRATED INFORMATION FILES CAN HAVE A PROFOUND EFFECT ON FUNCTIONAL DEPARTMENTS. MANY DE-' PARTMENTS CAN MAKE MULTIPLE USE OF THE SAME INFORMATION, RECORDED AND STORED IN ONLY ONE LOCATION. THE FEATURES OF AND BENEFITS FROM A TOTAL EDP SYSTEM ARE BRIEFLY DISCUSSED.

0276 SIMPSON, MAX S.
HOW DO COMPUTERS AFFECT ACCOUNTING AND AUDITING TECHNIQUES
FINANCIAL EXECUTIVE VOL. 34, 2. FEB., 1966 6P.

THE IMPACT OF THE COMPUTER ON BUSINESS PRACTICES HAS BEEN SIGNIFICANT, ESPECIALLY ON THE ACCOUNTANT AND AUDITOR, AND THE TECHNIQUES UTILIZED IN THE ADMINISTRATICN OF THEIR FUNCTIONS.

THE ACCOUNTANT MUST ACCEPT THE CHALLENGES POSED BY HIS CHANGING ENVIRONMENT BY ADAPTING TO A NEW PROFESSION RATHER THAN CONTINUE AN OLD ONE. HE MUST PROVIDE MANAGEMENT WITH UNBIASED, TIMELY RECOMMENDATIONS ON DAY-TO-DAY BUSINESS ACTIVITIES AND FUTURE PREDICTIONS TO OPTIMIZE LONG-RANGE PLANS AND GOALS.

SIMILARLY, THE AUDITOR WILL BE REQUIRED TO DEVELOP A -THROUGH THE COMPUTER- APPRCACH TO HIS CBJECTIVES. IN THE YEARS AHEAD THE AUDITOR AND ACCOUNTANT HAVE AN UNPARALLED OPPORTUNITY TO EXPLOIT THE UTILIZATION OF THE COMPUTER AS A PRIME TOOL IN SERVICING MANAGEMENTS NEEDS.

0277 OTOOLE, EDWARD F.
LONG-RANGE PLANNING AND TOP MANAGEMENTS ROLE IN EDP.
FINANCIAL EXECUTIVE VOL. 34, 2. FEB., 1966 5P.

AS WITH EVERY PROJECT IN THE COMPANY, THE ULTIMATE RE-' SPONSIBILITY FOR LONG-RANGE PLANNING RESTS WITH THE PRESI-' DENT. HOWEVER, THE AUTHOR STRESSES THE IMPORTANCE OF TEAM-' WORK FOR PLANNING AND THE NEED FOR EXTENSIVE PARTICIPATION BY DIVISIONAL PERSONNEL. THE AUTHOR OUTLINES EIGHT FUNDA-' MENTAL ELEMENTS THAT ARE INVOLVED IN THE DEVELOPMENT OF AN EFFECTIVE LONG-RANGE PLAN FOR ANY INDIVIDUAL COMPANY.

BECAUSE OF THE LONG-RANGE OPERATIONAL IMPLICATIONS, PLANNING OF ELECTRONIC DATA-PROCESSING POLICIES AND OBJECT-' IVES MUST BE EFFECTED AT THE HIGHEST LEVEL OF MANAGEMENT. THE BURGEONING USE OF EDP EQUIPMENT IN THE MODERN COMPANY REQUIRES THAT DRASTIC CHANGES IN THINKING BE EFFECTED AT ALL LEVELS OF MANAGEMENT, RELATIVE TO BOTH THE ORGANIZATION AND THE METHODS INVOLVED IN ROUTINE DECISION-MAKING AND PAPER-WORK PROCESSING. THE PROBABLE EFFECT OF COMPUTERS ON ORGAN-' IZATIONAL ALIGNMENT, CONTROL, AND CHANNELS AND LINES OF COMMUNICATION ARE DISCUSSED, ALSO.

0278 CHURCHILL, NEIL C. CYERT, RICHARD M.
AN EXPERIMENT IN MANAGEMENT AUDITING.
THE JOURNAL OF ACCOUNTANCY VOL. 121, 2. FEB., 1966 5P.
EDUCATION, DECISION-ANALYSIS, GAMES-BUSINESS

COMPUTER-BASED BUSINESS GAMES CAN MAKE A CONTRIBUTION TO THE EDUCATION OF FUTURE ACCOUNTANTS AND MANAGERS IN THE FUNCTION AND PHILOSOPHY OF AUDITING. THE AUTHORS ANALYSIS ALSO SHOWS THAT EDUCATION FCR THE PROFESSION OF ACCOUNTING CANNOT BE SEPARATED FROM EDUCATION FOR MANAGEMENT.

THE GENERAL GAMES PROVIDE A DYNAMIC AND INTENSE SITUA-' TION WHERE PROBLEMS ARE FACED IN THE CONTEXT IN WHICH THEY NATURALLY ARISE, WHERE THE PRESSURE OF TIME AND LIMITED IN-' FORMATION ARE REAL, WHERE THE DECISION IS TO SEARCH FURTHER OR TO ABSTAIN. A GAME GIVES A STUDENT A CHANCE TO EXPERIMENT WITH HIS OWN IDEAS OF MANAGEMENT AND TO TRY HIS NEWLY AC-' QUIRED SKILLS IN A RELATIVELY COST-FREE ENVIRONMENT. FINAL-' LY WHERE A GROUP SUCH AS THE BOARD OF DIRECTORS IS UTILIZED, THE GAME PROVIDES A CHANCE FOR EXPERIENCED AND KNOWLEDGEABLE MEN FROM THE WORLD OF AFFAIRS TO CONTRIBUTE THEIR LEARNING AND SKILLS TO THE EDUCATIONAL PROCESS BY EVALUATING MANA-' GERIAL BEHAVIOR.

0279 SIMPKINS, JOHN J.
PLANNING FOR MANAGEMENT BY CBJECTIVES.
SYSTEMS AND PROCEDURES JOURNAL VOL. 17, NO. 1 JANUARY-' FEBRUARY 66 6
COST, VALUE, RISK, GOALS

THIS ARTICLE DISCUSSES THE SIGNIFICANCE OF THE SYSTEM AND EMPHASIZES STARTING WITH A LIMITED NUMBER OF OBJECTIVES. THE SYSTEM AIMS AT MAXIMIZING UTILIZATION OF ALL MEMBERS OF THE MANAGEMENT TEAM. SUCCESS OF THE PLAN IS BASED ON THE BELIEF THAT PEOPLE ARE MORE RESPONSIVE TO THEIR OWN OBJEC-' TIVES THAN TO DIRECTIVES FRCM THE TOP. PLANNING IS A PRIME FEATURE. SUCH PLANNING SHOULD BE DONE BY MANAGERS AT ALL LEVELS.

THE NATURE OF OBJECTIVES INCLUDES IMPROVEMENTS IN PRO-' DUCTIVITY, IMPROVEMENT IN QUALITY, AND IMPROVEMENT IN SER-' VICE. OBJECTIVES RELATING TC IMPROVEMENTS CAN BE LOOKED AT FROM COST-VALUE AND COST-RISK POINTS OF VIEW. EXPRESSION OF END RESULT EXPECTATION IN TERMS OF WHEN AND HOW MUCH IS VERY IMPORTANT AND ESSENTIAL. A FORM USED SHOULD OBJECTIVES OF INDIVIDUALS, CRITERIA FOR EVALUATION PERFORMANCE, AND THE INTERIM AND FINAL EVALUATION.

0280 SHARLIP, ALFRED S.
EDP PERSONNEL SHOULD IMPROVE COMMUNICATION TOO.
SYSTEMS AND PROCEDURE JOURNAL VOL. 17, NO. 1 JANUARY -' FEBRUARY 66 2
DOCUMENTATION

THE ARTICLE STRESSES THE IMPORTANCE OF COMMUNICATION BETWEEN THE SYSTEMS ANALYST AND THE PROGRAMMER. THE MOST DIFFICULT ASPECT CF MAN-TO-MAN COMMUNICATION AMONG EDP PER-' SONNEL IS THE DEVELOPMENT, DOCUMENTATION AND INTERPRETATION OF SYSTEMS SPECIFICATIONS. SYSTEMS SPECIFICATIONS ARE THE PRIMARY MEDIUM OF COMMUNICATION. THE SUCCESS, EFFICIENCY AND ACCURACY OF SYSTEMS IMPLEMENTATION DEPENDS LARGELY ON THE ADEQUACY OF THIS COMMUNICATION TOOL.

THE SUFFICIENCY OF SPECIFICATIONS DEPENDS ON THE ANA-' LYSTS KNOWLEDGE OF THE APPLICATION AND HIS ABILITY TO COM-' MUNICATE THAT KNOWLEDGE EFFECTIVELY. PRACTICAL EXPERIENCE IN ADP OPERATIONS AND EAM PROJECT PLANNING IS ESSENTIAL. DIF-' FICULTY ALSO ARISES FROM SEPARATING SYSTEMS STAFFS FROM PROGRAMING STAFFS. TO BETTER COMMUNICATIONS, SENIOR SYSTEMS ANALYSTS SHOULD REVIEW SYSTEMS SPECIFICATIONS, AND THERE SHOULD BE A MEETING OF ANALYST AND PROGRAMMER.

0281 DYKEMAN, FRANK C.
NEW TECHNIQUES FOR A MANAGEMENT SYSTEM.
FINANCIAL EXECUTIVE VOL. 34, 3 MARCH, 1966 5P.
DATA-PROCESSING, CONTROL

MANAGEMENT ACCOUNTING REPORTS ARE STILL ESSENTIAL INGREDIENTS OF THE FORMAL INFORMATION SYSTEM. AND BECAUSE OF RECENT IMPROVEMENTS THEY ARE PLAYING AN INCREASINGLY SIG-' NIFICANT ROLE IN MANAGEMENT DECISION-MAKING.

THE BASIC OBJECTIVE OF ACCOUNTING IS THE FULFILLMENT OF AN IMPORTANT ECONOMIC FUNCTION- THE COMMUNICATING AT FINAN-' CIAL AND ECONOMIC FACTS TO A USER IN A FORM WHICH HAS TIME-' LINESS AND CONTAINS INFORMATION WHICH WILL CONTRIBUTE TO THE BENEFIT OF THE RECIPIENT. ELECTRONIC DATA-PROCESSING IS MAKING POSSIBLE THE PREPARATION OF ACCOUNTING REPORTS SOON AFTER THE EVENT OF EVENTS REPORTED TO ALLOW FOR TIMELY DE-' CISION-MAKING. A NUMBER OF MATHEMATICAL TECHNIQUES ARE BE-' COMING PART OF THE MANAGEMENT INFORMATION SYSTEM. THE AUTHOR DESCRIBES THREE OF THESE TECHNIQUES- SIMULATION, THE STATISTICAL INVENTORY CONTRCL MODEL, AND DISCRIMINIANT AN-' ALYSIS.

0282 ZUCKER, LEON W.
IMPACT OF THE COMPUTER ON ACCOUNTING FOR HOSPITALS.
THE NEW YORK CERTIFIED PUBLIC ACCOUNTANT VOL. 36, 2. FEB., 1966 7P.
MEDICAL, DATA-PROCESSING

HERE IS AN INTERESTING AND INFORMATIVE ACCOUNT OF WHAT A COMPUTER HAS ACCOMPLISHED IN STREAMLINING A LARGE MEDICAL CENTERS COMPLEX ACCOUNTING SYSTEM, PROVIDING NEW DATA FOR MANAGEMENT, SPEEDING UP REPORTS AND GENERALLY ENLARGING MANAGERIAL HORIZONS. THE ARTICLE DEMONSTRATES HOW HOSPITALS ARE PROGRESSING, GRADUALLY, TOWARDS A TOTAL INFORMATION SYSTEM, THEIR GOAL BEING ONE RECORD FOR ALL USES.

THE SYSTEM DEVELOPED ORIGINALLY WITH ELECTRONIC AC-' COUNTING MACHINES -EAM- ONLY FOR PAYROLL AS TIME PROGRESSED UTILIZATION OF THE EAM EQUIPMENT WAS SOON EXTENDED AND THE INSTALLATION WAS EXPANDED TO INCLUDE AN ELECTRONIC CALCUL-' ATING DEVICE. SEVERAL ADDITIONAL ACCOUNTING MACHINES WERE ADDED, AND HIGH-SPEED SORTERS AND COLLATORS WERE SUBSTITUTED FOR THE ORIGINAL EQUIPMENT. IN 1961, A PROGRAM WAS LAUNCHED TO CONSOLIDATE DATA-PROCESSING OPERATIONS WITH A SERVICE CORPORATION.

0283 EDITORS
SABBATICAL LEAVES- MOST COMPANIES VOTE -NO.
BUSINESS MANAGEMENT VOL. 29, 5. FEB., 19663P.

-NO- SEEMS TO BE THE PREVAILING ATTITUDE WHEN IT COMES TO SABBATICAL LEAVES- PAID VACATIONS FOR PERIODS OF THREE MONTHS OR MORE- FOR EMPLOYEES AND EXECUTIVES. ONLY A HAND-' FUL OF COMPANIES MOST OF THEM IN STEEL OR STEEL-RELATED INDUSTRIES PRESENTLY GRANT SABBATICALS TO SALARIED WHITE COLLAR OR BLUE COLLAR PERSONNEL.

ACCORDINGLY TO A RECENTLY COMPLETED SURVEY ENCOMPASSING NEARLY 100 LARGE COMPANIES AND SPONSORED BY THE -BUSINESS MANAGEMENT- RESEARCH STAFF, 46 PERCENT OF THE FIRMS EITHER GRANT OR FAVOR SABBATICALS FOR EXECUTIVES. THE MOST PREVA-' LENT REASON AMONG THE FIRMS FOR GRANTING SABBATICALS IS TO GIVE A PERSON AN OPPORTUNITY TO BROADEN HIS KNOWLEDGE. AT THE LABOR LEVEL , 94 PERCENT OF THE COMPANY EXECUTIVES AN-' TICIPATE EVENTUALLY HAVING TO GIVE SABBATICALS TO ORGANIZED EMPLOYEES IN ORDER TO SATISFY UNION DEMANDS.

0284 EDITORS
THE COST OF MANAGEMENT STUDY.
BUSINESS MANAGEMENT VOL. 29, 5. FEB., 1966 10P.
SALARY INCOME

ON SIXTEEN CONSECUTIVE PAGES IS NEVER-BEFORE-PUBLISHED INFORMATION ONE CAN USE TO DETERMINE WHETHER OR NOT HIS EXECUTING COMPENSATION PRACTICES ARE IN LINE. THIS IS THE FIRST ANNUAL COST OF MANAGEMENT STUDY. REPORT DATA THAT IS PROVIDED INCLUDES THE FOLLOWING- IS THE SALARY OF THE CHIEF EXECUTIVE APPROPRIATE. ARE THE CHARACTERISTICS OF THE CHIEF EXECUTIVES SALARY IN LINE. CHECK THE RANKING-BY-PAY OF THE FOUR MAJOR LINE EXECUTIVES. CHECK THE RELATIONSHIP OF EX-' ECUTIVES SALARIES TO THE TOP MANS. ARE SALARIES FOR YOUR EXECUTIVES IN DIVISIONS OR SUBSIDIARIES ACCURATE. HOW BONUSES- OR LACK OF THEM- AFFECT EXECUTIVE SALARIES. HOW TOTAL COMPENSATION VARIES IN BONUS AND NON-BONUS PAYING FIRMS. HOW STOCK OPTIONS FATTEN EXECUTIVE WALLETS.

0285 KILBRIDGE, MAURICE WESTER, LEON
AN ECONOMIC MODEL FOR THE DIVISION OF LABOR.
MANAGEMENT SCIENCE VOL. 12, 6. FEB., 1966 13P.

THE DIVISION OF LABOR IN ASSEMBLY IS FACILITATED BY THE CONVEYOR LINE. WORKERS ARE STATIONED ALONG THE LINE ON WHICH THE FRAME OF THE PRODUCT BEING ASSEMBLED MOVES. THE TOTAL JOB IS BROKEN INTO ELEMENTS OF WORK AND ASSIGNED IN APPROXIMATELY EQUAL SHARES TO THE WORKERS ON THE LINE. EACH OPERATOR ADDS HIS SHARE OF WORK AS THE PRODUCT PASSES HIM. THE MEASURE OF THE DIVISION OF LABOR IS THE AMOUNT OF TIME THE PRODUCT SPENDS AT EACH OPERATORS WORK STATION. THIS PERIOD IS COMMONLY CALLED THE -CYCLE TIME-. THE PROBLEM OF ECONOMIC EXTENT OF THE DIVISION OF LABOR IS TO DETERMINE THE OPTIMUM CYCLE TIME, OR THAT WHICH YIELDS THE LOWEST UNIT DIRECT LABOR COST OF ASSEMBLY. THREE RELEVANT VARIABLE COSTS DISCUSSED BY THE AUTHORS ARE THE IMBALANCE-OF-WORK COST, THE COST OF NON-PRODUCTIVE WORK, AND THE LEARNING COST.

0286 FAULKNER, MARTIN
COMPUTER SECTIONING AND CLASS SCHEDULING.'
DATAMATION VOL. 11, 6. JUNE, 1965 3P.

WASHINGTON STATE UNIVERSITY NOW HAS A COMPUTER PROGRAM IN OPERATION THAT HELPS SOLVE THE PERPLEXING PROBLEM OF BUILDING A TIME SCHEDULE OF COURSE OFFERINGS WHILE OPTIMIZ-' ING THE UTILIZATION OF AVAILABLE SPACE, TIME, AND INSTRUCT-' ORS. COMPUTER SECTIONING GIVES EACH STUDENT A CLASS SCHEDULE SHOWING WHICH SECTIONS OF HIS CHOSEN COURSE HE WILL ATTEND. THE AUTHOR OUTLINES THE BASIC PROGRAM STRUCTURE, TAKING INTO ACCOUNT THE TIME PROBLEM, PROCESSING, AND REPORTS. AMOUNG THE GAINS DERIVED FROM SUCH A PROGRAM ARE THE COURSE REQUEST REPORT AND THE BALANCING OF SECTIONS. DESIGN OF THE SYSTEM AND DEVELOPMENT AND TESTING PROGRAMS REQUIRED AT LEAST 24 MAN-MONTHS OF LABOR WHILE DEVELOPMENT COSTS AP-' PROXIMATED 50,000 DOLLARS. THE COST FOR PROCESSING PER STUDENT LAST FALL AT WSU WAS ROUGHLY 50 CENTS

0287 SCHNEIDEWOND, NORMAN
QUALITY CONTROL AND ASSURANCE IN RECORDS CONVERSION.'
DATAMATION VOL. 11, 6. JUNE, 1965 4P.
CLERICAL, RELIABILITY

THIS ARTICLE PROVIDES AN ANALYSIS OF THE PROBLEMS IN-' VOLVED IN SPECIFYING AND CHECKING THE ACCURACY OF LARGE FILE CONVERSIONS, WITH A METHOD OF CHOOSING AND APPLYING SUITABLE STANDARDS. THE AUTHOR PRESENTS A TECHNIQUE FOR ACHIEVING DESIRED ACCURACY AT MINIMUM COST. IN THE PROCEDURE A COM-' PUTER HAS BEEN AVAILABLE TO ASSIST IN THE RECORDS CONVER-' SION. THE QUALITY CONTROL PHASE OF THE CONVERSION PROGRAM USES STANDARD CONTROL CHARTS. QUALITY ASSURANCE IS PROVIDED BY THE USE OF ACCEPTANCE SAMPLING PLANS, WHICH ASSURE THE ULTIMATE USER OF CONVERTED DATA THAT THE PERCENTAGE OF DE-' FECTIVE ITEMS WILL NOT EXCEED A PRE-DETERMINED VALUE OVER A LARGE NUMBER OF BATCHES OF CONVERTED OUTPUT. CONTROL CHARTS AND ACCEPTANCE SAMPLING PROVIDE AN EFFECTIVE MEANS OF A-' CHIEVING QUALITY CONTROL + QUALITY ASSURANCE IN CONVERSIONS WHERE 100 PERCENT INSPECTION IS INFEASIBLE OR TOO COSTLY. IN OTHER CASES, CONTROL CHARTS CAN BE EMPLOYED TO CONTROL THE PROCESS AVERAGE.

0288 PATRICK, ROBERT L. ROCKWELL, MARSHALL A.
PATIENTS ON-LINE.'
DATAMATION VOL. 11, 9. SEPT., 1965 4P.
MEDICAL, HOSPITAL

THE AUTHORS GIVE A LOOK AT COMPUTER-ASSISTED MEDICAL TREATMENT AND FUTURE SYSTEM REQUIREMENTS AT THE SHOCK RE-' SEARCH UNIT OF THE USC SCHOOL OF MEDICINE. THE PRIMARY GOAL OF THE UNIT IS TO IMPROVE THE MONITORING AND CARE OF THE CRITICALLY ILL PATIENT. OTHER GOALS ARE TO GATHER ACCURATE TIME SERIES DATA FROM SEVERELY ILL PATIENTS FOR LATER OFF--' LINE FUNDAMENTAL RESEARCH, TO AMPLIFY THE ABILITIES OF SPECIALLY TRAINED MEDICAL PERSONNEL, AND TO ACCOMPLISH THESE AIMS AT AN INVESTMENT LEVEL THAT MEDIUM TO LARGE HOSPITALS CAN AFFORD. A DIGITAL COMPUTER INSTALLED IN 1964 REPRESENTS AN ON-LINE SYSTEM IN THE MOST CRITICAL ENVIRONMENTS INVOLV-' ING LIFE AND DEATH. ALONG WITH FUTURE REQUIREMENTS, THE AU-' THORS ARE ALREADY CONTEMPLATING THE USE OF THE COMPUTER IN A CONTROL CAPACITY.

0289 PARSONS, JAMES A.
A REPLACEMENT POLICY BASED ON EQUIPMENT AGE.
DATA PROCESSING. VOL.8-2. FEBRUARY, 1966. 4 PAGES.

MR. PARSONS INCLUDES MATHEMATICAL CALCULATIONS AND CHARTS IN THIS DISCUSSION OF HIS REPLACEMENT POLICY BASED ON COMPUTING EQUIPMENT AGE. HE STATES THAT EQUIPMENT IS RE-' PLACED BECAUSE IF FAILS TO OPERATE OR IT HAS BECOME OBSOLETE IN LIGHT OF NEW CHEAPER, FASTER MODELS.

EQUIPMENT CAN BE REPLACED AFTER IT HAS FAILED OR BEFORE PLANNED REPLACEMENTS ALLOW OPERATIONS TO GO ON WITHOUT IN-' TERRUPTION. BUT, THERE MUST BE A GENERAL POLICY TO FOLLOW IN MAKING REPLACEMENTS. ONE POLICY CALLS FOR GROUP REPLACEMENTS AT SPECIFIC TIME INTERVALS. THE OTHER IS BASED ON EQUIPMENT AGE. BY USING PROBABILITY FUNCTIONS AND AVERAGE COST CALCU-' LATIONS, A POLICY RULE CAN BE FORMED

THIS POLICY CAN BE APPLIED TO REPLACING INDIVIDUAL ITEMS OR SEVERAL COMPONENT PARTS. THE ARTICLE ENDS WITH AN EXAMPLE TO ILLUSTRATE USE OF THE CALCULATIONS FOR REPLACE-' MENT POLICY.

0290 ROTHERY, BRIAN V.
NOISE IN THE INFORMATION SYSTEM
DATA PROCESSING. VOL. 8-2. FEBRUARY, 1966. 3 PAGES
RELIABILITY, ACCURACY

MR. ROTERY STATES THAT NO SYSTEM IS INVULNERABLE TO THE EFFECTS OF NOISE OR DISORDER. USUALLY, THE DISORDER HAS BEEN WITH THE SYSTEM SINCE ITS CONCEPTION, SINCE THE OLD SYSTEMS THAT AN INFORMATION SYSTEM REPLACES ARE THE BREEDING PLACES FOR DISORDER. AS THE SYSTEM GROWS, THE NOISE MAY ALSO GROW.

THE PERFECT INFORMATION SYSTEM IS ONE IN WHICH THE JOB IS RUN EXACTLY AS IT WAS CONCEIVED TO RUN. NOISE DEVELOPS AS REQUIREMENTS CHANGE, AND AS PROGRAMS ARE REVISED. AS DATA FILES ARE FILLED WITH DATA, HABITS BEGIN TO BE FORMED, AND SOON THE ORIGINAL JOB IS SO COVERED OVER WITH NOISE THAT IT IS DIFFICULT TO FIND OR DEFINE.

BY DISPOSING OF OLD DATA, ORDER CAN BE RESTORED. FLEX-' IBILITY AND SPEED ARE THE GREATEST WEAPONS AGAINST NOISE. PERHAPS IT IS PEOPLE THEMSELVES WHO CAUSE, AND WHO CAN REM-' EDY THE NOISE PROBLEM.

0291 FERGUSON, LAWRENCE L.
BETTER MANAGEMENT OF MANAGERS CAREERS
HARVARD BUSINESS REVIEW. VOL.44-2. MARCH,1966. 14 PAGES
PROGRAM-PLANNING, INTUITION, OR

BETTER MANAGEMENT IS POSSIBLE BECAUSE OF ADVANCES IN SOCIAL SCIENCES AND DATA PROCESSING, PRACTICAL SINCE IT IS ALREADY BEING DONE BY SOME LEADING COMPANIES, AND PROFITABLE AS A RESULT OF CLOSER MATCHING OF MEN TO THEIR JOBS.

IT IS NOW POSSIBLE TO REPLACE INTUITION WITH SCIENTIFIC ANALYSIS IN THE PERSONNEL AREA. METHODS ARE NOW ABLE TO QUANTIFY, COMMUNICATE, AND PREDICT IN AREAS WHERE INTUITION FAILED. HIGH TURNOVERS HAVE BEEN ELIMINATED.

SCIENTIFIC SELECTION PROGRAMS MUST FIRST SECURE SUPPORT OF TOP OFFICERS FOR LONG-RANGE PERSONNEL RESEARCH PROGRAMS. ONCE SUPPORT IS OBTAINED, PREDICTIVE INFORMATION MUST BE DEVELOPED, A MANAGERS DUTIES MUST BE THOROUGHLY UNDERSTOOD, SYSTEMS FOR INFORMATION STORAGE, ANALYSIS, AND UTILIZATION MUST BE OBTAINED, AND MONITORING, RESEARCH, AND CORPORATE MANPOWER PLANNING MUST BE PROVIDED FOR.

THIS ARTICLE SHOWS THAT THERE IS A CRITICAL NEED TO MOVE AWAY FROM INTUITIVE PERSONNEL PRACTICES.
ANOTHER WEAPON IS THE USE OF HARDWARE CHECKING DEVICES. BUT,

0292 APPEL, JAMES Z.
PAYMENT FOR PHYSICIANS SERVICES UNDER MEDICARE.'
BESTS INSURANCE NEWS- LIFE EDITION VOL. 66, 11. MARCH, 1966 3P.

HEALTH INSURANCE HAS HAD A STANDARDIZING EFFECT UPON FEES AND THE MOVEMENT IN THIS DIRECTION IS LIKELY TO AC-' CELERATE RAPIDLY WHEN THE MEDICAL INSURANCE PROGRAM UNDER MEDICARE GOES INTO EFFECT JULY 1. IN THIS ARTICLE THE PRES-' IDENT AT THE AMERICAN MEDICAL ASSOCIATION STRESSES THE ROLE OF INSURANCE COMPANIES IN SETTING MEDICAL FEES.

THERE IS LITTLE DOUBT THAT THE PLANNERS OF MEDICARE WANT THE MEDICAL INSURANCE PLAN TO OPERATE AS A SERVICE, NOT AS AN INDEMNITY PROGRAM. TO ACCOMPLISH THIS PURPOSE IT WILL BE NECESSARY FOR CARRIERS TO DETERMINE -REASONABLE CHARGES- ON A REALISTIC BASIS. TO DETERMINE WHAT CONSTITUTES A REAS-' ONABLE CHARGE IS AN ACUTE PROBLEM FACED BY FEDERAL OFFICIALS TODAY.

0293 YANKELOVICH, DANIEL
THE YOUNG ADULT IN THE AGE OF COMPLEXITY.'
BESTS INSURANCE NEWS- LIFE EDITION VOL. 66, 11. MARCH, 1966 5P.
MOTIVATION INCENTIVE

THE COMMENTS OF MR. YANKELOVICH, WHO HEADS A LARGE IN-' DEPENDENT SOCIAL SCIENCE RESEARCH FIRM, BRING INTO SHARP FOCUS SOME OF THE COMPLEXITIES THAT ARE INHERENT IN A SPEC-' IAL SEGMENT OF OUR POPULATION- THE YOUNG ADULTS. A -CRISIS OF PURPOSE- IS BREWING AMONG THE TOP 10 PERCENT OF THIS 18-25 AGE GROUP, FOR MANY OF WHOM -THE PROBLEM OF FINDING MEANING AND PURPOSE THROUGH THE PURSUIT OF TRADITIONAL

GOALS REMAINS ACHINGLY UNRESOLVED.-
THE HEART OF THE PROBLEM IS A COMBINATION OF THE IN-' DIVIDUALS DIMINISHED MOTIVATION AND THE ORGANIZATIONS GREATER COMPLEXITY. THE YOUNG ADULT HAS A NEED FOR FIDELITY, THE NEED TO BE FAITHFUL TO SOMETHING OUTSIDE OF HIMSELF- AN IDEA, AN ORGANIZATION, ANOTHER PERSON. THERE SEEMS TO BE A COMPLEMENTARY RELATIONSHIP BETWEEN ECONOMIC INCENTIVE AND THE DEMAND FOR MEANINGFUL WORK.

0294 JOPLIN, H. BRUCE
THE ACCOUNTANTS ROLE IN MANAGEMENT INFORMATION SYSTEMS.'
THE JOURNAL OF ACCOUNTANCY VOL. 121, 3. MARCH, 1966 4P.

AS THE TOTAL INFORMATION CONCEPT SPREADS, INTERNAL AC-' COUNTANTS MUST EITHER EXPAND THEIR AREAS OF RESPONSIBILITY OR SEE THEM CONTRACT. THEY WILL BE FILLING A KEY POSITION IF THEY LEARN HOW TO APPREHEND AND SATISTY THE INFORMATION NEEDS OF OTHER DEPARTMENTS IN ADDITION TO THEIR OWN.
A CERTAIN BROADENING OF VIEW POINT ON THE PART OF THE ACCOUNTANT WILL BE NECESSARY IF HE IS TO CONTRIBUTE TO THE MANAGEMENT INFORMATION SYSTEM. THUS, THE MULTI-DIMENSIONAL ACTIVITY MUST BE RECORDED. THE ACCOUNTANT WILL ALSO BE CON-' CERNED WITH CONVERTING ESSENTIAL DATA INTO INFORMATION. THE ACCOUNTANT INVOLVED IN MANAGEMENT INFORMATION SYSTEMS MUST MONITOR CLOSELY THE INTRODUCTION OF FINANCIAL DATA INTO THE SYSTEM AND THE PREPARATION AND DISSEMINATION OF FINANCIAL INFORMATION AS OUPTUT FROM THE SYSTEM. WHILE MAKING DATA AVAILABLE TO ALL DEPARTMENTS OF THE COMPANY, SECURITY CON-' TROLS MUST BE ESTABLISHED TO PREVENT UNAUTHORIZED PERSONS FROM OBTAINING ACCESS TO CONFIDENTIAL DATA.

0295 SINCLAIR, BERTRAM
CONTROL BEGINS AT THE DATA SOURCE.'
BUSINESS AUTOMATION VOL. 13, 3. MARCH, 1966 4P.
DATA-PROCESSING
GETTING VITAL INFORMATION TO MANAGEMENT FAST ENOUGH TO AFFECT DECISIONS CAN MAKE A SUBSTANTIAL DIFFENCE IN A COMPANYS PROFIT MARGIN. THIS PROBLEM HAS BEEN PARTIALLY SOLVED BY THE USE OF COMPUTERS. HOWEVER, ONE TROUBLESOME ASPECT OF DATA-PROCESSING THAT REMAINS IN MANY FIRMS IS THAT OF MOVING DATA FROM THE SOURCE INTO THE COMPUTER QUICKLY ENOUGH TO BE MEANINGFUL. RHODIATOCE, ONE OF ITALYS MAIN SUPPLIERS OF SYNTHETIC FIBERS, USES DATA COLLECTION DEVICES TO RECORD AND TRANSMIT PLANT INFORMATION FOR COMPUTER--' PROCESSING AND LATER USE IN PRODUCTION, AND INVENTORY, CON-' TROL AND MARKETING ACTIVITIES. THE DATA MOST NEEDED IN PRO-' DUCTION CONTROL AND RELATED ACTIVITIES IS THE WEIGHT OF ITS FINISHED PRODUCTS.

0296 EHLERS, MARVIN W.
MANAGEMENTS BLUNDER BUFFER.'
BUSINESS AUTOMATION VOL. 13, 3. MARCH, 1966 4P.
COMPUTERIZATION
VARYING DEGREES OF DISASTER CAN RESULT FROM PLOWING INTO BUSINESS PROBLEM-SOLVING PROJECTS WITHOUT PROPER MUTUAL DEFINITIONS OF THE REAL PROBLEMS TO BE SOLVED. IT IS THE AUTHORS CONTENTION THAT AN EMBRYO OF DISASTER IS CREATED IN THE EARLIEST STAGES OF AN INFORMATION SYSTEM IMPLEMENTATION PROJECT.
THE RESPONSIBILITY FOR THIS SORRY STATE OF AFFAIRS IS SHARED BY THREE GROUPS- THE INITIATING DEPARTMENT OR THE GROUP FOR WHOM THE INFORMATION IS BEING INSTALLED, THE SYSTEMS AND PROCEDURAL GROUP COMPRISED OF SPECIALISTS, AND EXECUTIVE MANAGEMENT, THE PLANNING AND CONTROL DEPARTMENT. THE WORST BLUNDER OF ALL IS THESE THREE GROUPS NOT INITIALLY AGREEING ON THE PROBLEM TO BE SOLVED. IN ADDITION THE GROUPS DO NOT REALIZE THAT THEY HAVE NOT UNDERSTOOD EACH OTHERS DEFINITIONS.

0297 MENKHAUS, EDWARD J.
THE PACE OF TECHNOLOGY- ITS IMPACT ON BUSINESS DP.'
BUSINESS AUTOMATION VOL. 13, 3. MARCH, 1966 5P.
DATA-PROCESSING, UNEMPLOYMENT
-BUSINESS AUTOMATION- REPORTS AND COMMENTS ON THOSE PORTIONS OF A CONTROVERSIAL REPORT, WHICH HAVE PARTICULAR MEANING FOR U.S. BUSINESS DATA-PROCESSING OPERATIONS. THE REPORT JUST ISSUED IS THAT FROM THE NATIONAL COMMISSION ON TECHNOLOGY, AUTOMATION AND ECONOMIC PROGRESS. THIS ARTICLE HIGHLIGHTS THOSE ELEMENTS ON THE FINDINGS AND PROPOSALS OF EMPLOYMENT, PROGRAMS FOR THE FUTURE WHICH WILL EMPLOY EDP AS A PRIME TOOL, AND FUTURE MAKE-UP OF THE OFFICE AND FACT-' ORY LABOR FORCE.
RELEVANT TO THE FIRST AREA, EMPLOYMENT, IS THE BASIC FACT THAT TECHNOLOGY ELIMINATES JOBS, NOT WORK. IN LINE WITH THE COMMISSIONS VIEW THAT SOCIETY HAS THE RESPONSIBILITY TO PROVIDE ALTERNATE OPPORTUNITIES FOR DISPLACED WORKERS IS THE PROPOSAL FOR A COMPUTERIZED NATIONWIDE SERVICE FOR MATCHING MEN TO JOBS. THE COMMISSION FORESEES A MAJOR ROLE FOR TECH-' NOLOGY IN GENERAL, AND THE COMPUTER IN PARTICULAR, IN THE IMPROVING OF OUR ENVIRONMENT, HEALTH NEEDS, AND EDUCATION.

0298 STUART, SENTER
OPTIMIZATION- IT CAN PAY OFF.'
BUSINESS AUTOMATION VOL. 13, 3. MARCH, 1966. 4P.
EDP, COSTS
COMPUTER SYSTEMS IN BUSINESS ORGANIZATIONS USUALLY IN-' VOLVE MANY PROGRAMS, EACH PERFORMING A SINGULAR MODULAR FUNCTION. ANY GIVEN COMPUTER PROGRAM CAN BE MODIFIED TO RUN FASTER, DO MORE WORK, AND THUS SAVE TIME/DOLLARS. EFFORT DIRECTED TOWARD REACHING THE SAME, OR AN EXPANDED, PROGRAM OBJECTIVE WITH ANY ONE OF THESE HAPPY RESULTS IS CALLED OPTIMIZATION.
MANAGEMENTS LOOK AT PROGRAM OPTIMIZATION MAY YIELD LOWER EDP OPERATING COSTS AND MORE TIMELY, USEFUL COMPUTER OUTPUT. IT CAN LEAD TO CURRENT AND FUTURE SAVINGS IN COM-' PUTER TIME, INPUT AND OUTPUT PROCESSING TIME, LABOR COSTS, AND IMPROVED QUALITY OF FINAL DATA. TO SAY NOTHING OF RE-' LIEVING THE MANAGEMENT DOLLAR DRAIN INVOLVED IN PORING OVER FOOT-THICK PILES OF PRINTOUTS GENERATED BY AN INEFFICIENT PROGRAM INCORRECTLY DESIGNED TO -GIVE THEM EVERYTHING THEY WANT... AND THEN SOME.-

0299 PORTER, JOHN C. SASIENI, MAURICE W. MARKS, ELI S. ACKOFF, RUSSELL L.
THE USE OF SIMULATION AS A PEDAGOGICAL DEVICE.'
MANAGEMENT SCIENCE VOL. 12, 6. FEB., 1966 10P.
OPERATIONS-RESEARCH, TRAINING, TEACHING, EDUCATION
A GENERAL SIMULATOR OF PRODUCTION-INVENTORY SYSTEMS WAS DEVELOPED AND USED IN THE CLASSROOM TO PRESENT THE STUDENT WITH SYMPTOMS AND DATA RATHER THAN WELL-FORMULATED PROBLEMS. STUDENTS WERE REQUIRED TO ANALYZE AND DIAGNOSE THE SITUA-' TION, FORMULATE THE PROBLEM, CONSTRUCT APPROPRIATE MODELS, ORGANIZE RAW DATA, AND FIND A SOLUTION TO THE PROBLEM. THEY WERE PERMITTED TO TEST AND EVALUATE THEIR SOLUTIONS EXPER-' IMENTALLY. IN THIS WAY AN EFFORT WAS MADE TO PROVIDE STUD-' ENTS WITH EXPERIENCE IN ALL PHASES OF OPERATIONS-RESEARCH, NOT MERELY WITH MATHEMATICAL EXERCISES IN CONSTRUCTING AND SOLVING MODELS. THE SIMULATOR, WHICH WAS PROGRAMMED FOR A COMPUTER, PRESENTED SITUATIONS OF INCREASING COMPLEXITY UNDER DIRECTION FROM THE INSTRUCTOR.

0300 MAY, WILLIAM F.
RESEARCH INTO RESEARCH.'
MICHIGAN BUSINESS REVIEW VOL. 18, 2. MARCH, 1966 6P.
EVALUATION, R+D, UTILIZATION-RESEARCH
TODAY NOT TOO MANY CORPORATE MANAGERS SEEM TO BE DEAL-' ING AS SUCCESSFULLY AS THEY MIGHT WITH THE PROFIT-ASPECT OF ONE MAJOR, RAPIDLY GROWING, HIGHLY IMPORTANT SEGMENT OF THE CORPORATE STRUCTURE- RESEARCH AND DEVELOPMENT. THIS ARTICLE PROBES INTO THE AREA OF R+D, ITS PROFITABLE ORIENTATION AND EVALUATION.
THE AUTHOR SUGGESTS NUMEROUS WAYS BY WHICH MANAGEMENT CAN DEVELOP IMPROVED R+D PROCESSES AND EVALUATIONS. AMONG THESE ARE THE IMPROVEMENT IN THE RELATIONSHIP BETWEEN MAN-' AGER AND SCIENTIST AND DEVELOPING BETTER RESEARCH LEADER-' SHIP, AVOIDING THE RUT THAT LEADS TO CONCENTRATION ONLY ON IMPROVING EXISTING PRODUCTS, AND MORE EFFORT DIRECTIED TO USING THE VALUABLE INFORMATION DEVELOPED IN CONNECTION WITH PROJECTS THAT FAIL TO HIT THE MARK- RESEARCH-REJECTS. AN APPROPRIATE APPROACH TO THIS LATTER SUGGESTION MIGHT BE THE ESTABLISHMENT OF A NATICNAL RESEARCH IDEA BANK.

0301 SANDS, SAUL S. THOMPSON, G. CLARK
RESTRICTING GROUP TRAVEL BY KEY PERSONNEL.'
THE CONFERENCE BOARD RECORD VOL. 3, 3. MARCH, 1966 6P.

ABOUT TWO-THIRDS OF THE 227 MANUFACTURING COMPANIES PARTICIPATING IN THIS MONTHS SURVEY OF BUSINESS OPINION AND EXPERIENCE IMPOSE SPECIFIC RESTRICTIONS ON GROUP TRAVEL BY KEY PERSONNEL. SUCH RESTRICTIONS MOST COMMONLY APPLY TO AIR TRAVEL ONLY. OF THE COMPANIES THAT CITE THE LOW RISK OF AIR TRAVEL, ABOUT HALF ARE IN THE AIRCRAFT INDUSTRY.
ANOTHER SIXTH OF THE SURVEY PARTICIPANTS, ALSO RECOG-' NIZING HAZARDS IN GROUP TRAVEL, ASK THEIR EXECUTIVES TO USE GOOD JUDGEMENT IN ORDER TO KEEP SUCH TRAVEL AT A MINIMUM. SOME COMPANIES PLACE NO RESTRICTIONS ON GROUP TRAVEL ON THE GROUNDS THAT GROUP TRAVEL AFFORDS CERTAIN BENEFITS, THERE IS LITTLE NEED FOR IT, OR THAT IT AVOIDS INVCONVENIENCE.

0302 WILKERSON, C. DAVID
A RESULTS-ORIENTED DEVELOPMENT PLAN.'
THE CONFERENCE BOARD RECORD VOL. 3, 3. MARCH, 1966 6P.
GOAL-SETTING
-MANAGEMENT BY OBJECTIVES- AND -APPRAISAL BY RESULTS- ARE INCREASINGLY POPULAR TOPICS OF DISCUSSION AMONG MANAG-' ERS. ONE OF THE COMPANIES THAT HAS GONE BEYOND THE DISCUS-' SING STAGE IS THE KIMBERLY CLARK CORPORATION WHICH HAS AP-' PLIED THESE CONCEPTS BY AN UNUSUAL DEVELOPMENT PLAN, A -DEVELOPMENT BANK.-
EVERY MANAGERIAL AND PROFESSIONAL EMPLOYEE IN THE FIRMS RESEARCH AND ENGINEERING DIVISION WITH -AVERAGE- OR BETTER JOB PERFORMANCE HAS A -BANK ACCOUNT- TO USE FOR HIS OWN DE-' VELOPMENT WHICH CONSISTS OF MONEY AND PAID TIME-OFF. IT IS UP TO EACH INDIVIDUAL TO DECIDE WHETHER HE WISHES TO USE THE -BANK.- KIMBERLY CLARK FEELS THAT THIS PLAN IS UNIQUELY RESULTS-ORIENTED- RESULTS-ORIENTED IN TERMS OF THE EMPLOYEES OWN GOALS, THE RESEARCH AND ENGINEERING DIVISIONS SHORT AND LONG-TERM OBJECTIVES, AND THE COMPANYS OVER-ALL OBJECTIVES.

0303 LAPP, RALPH E.
WHERE THE BRAINS ARE.'
FORTUNE, VOL. 73, NO. 3, MARCH, 1966, 5 PAGES
RECRUITMENT SELECTION
THE STATES RICHEST IN SCIENTISTS, SUCH AS CALIF. AND N.Y., HAVE BEEN EXPERIENCING A MARKED -BRAIN GAIN-. OTHERS SUCH AS ILLINOIS AND WIS. ARE SUFFERING A -BRAIN DRIAN-. THEY EDUCATE MORE PH.D.S THAN THEY EMPLOY. THEY ARE TAKING ACTION TO COMBAT THIS FOR IT IS ESTIMATED THAT EACH SCIENTIST THEY LOSE REPRESENTS A TRACEABLE LOSS OF $50,000 OR MORE A YEAR TO THE LOCAL ECONOMY.
THE SCIENTISTS ECONOMIC IMPACT RESULTS FROM TODAYS HUGE EXPENDITURES ON RESEARCH AND DEVELOPMENT. SPEAKING OF FEDERAL R. AND D. CONTRACT AWARDS, SECRETARY OF DEFENSE MCNAMARA HAS SAID, -WE SEEK THE BEST BRAINS, AND WE GO WHERE THEY ARE.- THE BEST BRAINS ARE APPARENTLY IN CALIF. TODAY. ON THE NATL. SCIENCE FOUNDATIONS ROSTER IT LEADS ALL STATES. ALMOST HALF OF THE U.S. NOBEL PRIZE WINNERS ARE THERE, AS WELL AS 22 PERCENT OF THE MEMBERS OF THE NATL. ACADEMY OF SCIENCES. IN THE PAST 5 YEARS 38.5 PERCENT OF FEDERAL R. AND D. FUNDS WERE SPENT IN CALIF.

0304 WISE, T. A.
CONTROL DATAS MAGNIFICENT FUMBLE.'
FORTUNE, VOL. 73, NO. 4, APRIL, 1966, 5 PAGES
COMPUTERS
IN 1963 AND 1964, CONTROL DATA CORP. WAS RIDING HIGH AS A DARLING OF THE STOCK MARKET. KNOWLEDGEABLE ANALYSTS GAVE IT A CHANCE OF OUTSMARTING MIGHTY I.B.M. IN THE COM-' PUTER BUSINESS. BUT NOW THE STOCK VALUE HAS DROPPED BY HALF, PROFITS ARE ELUSIVE, AND C.D.C. HAS LOST TWO MAJOR EXECUTIVES.
THE C.D.C. STRATEGY WAS BUILT AROUND WINNING THE RELATIVELY UNTAPPED SCIENTIFIC MARKET. THE CHOSEN IN-'

STRUMENT WAS MODEL 6600, THE WORLDS MOST POWERFUL COM-'
PUTER. BUT MANUFACTURING BUGS DEVELOPED, DELIVERIES
WERE LATE, CUSTOMERS FOR C.D.C.S OTHER COMPUTERS DECICED
TO RENT INSTEAD OF BUY.

TODAY A CHASTENED C.D.C. IS DETERMINEDLY MODEST ABOUT
FUTURE PLANS. NEXT YEAR IT WILL LAUCCH A NEW PRODIGY--
THE 6800--WITH ADVANCED TIME-SHARING CAPABILITY, AND IT IS
INVESTING AS HEAVILY IN RESEARCH ON SOFTWARE AS ON HARD-'
WARE.

0305 PECK, DANIEL
OPERATION BETTER RECORD KEEPING, PART 1.'
ADMINISTRATIVE MANAGEMENT, VOL. 27, NO. 3, MARCH, 1966,
7 PAGES
INDEXING

THIS IS THE FIRST OF TWO PARTS OF A COMPREHENSIVE
REPORT ON EQUIPMENT AND SYSTEMS TO HELP YOU KEEP ACCURATE
RECORDS. THIS PART DEALS WITH MANUAL PRODUCTS. THE APRIL
ARTICLE WILL COVER MORE SOPHISTICATED, AUTOMATIC EQUIPMENT.

THE SELECTIONS A COMPANY MAKES REGARDING ITS INDEX-'
ING SYSTEM, MATERIALS AND EQUIPMENT ARE VERY IMPORTANT.
THE DRAWER FILE IS PROBABLY THE MOST BASIC FORM OF RECORD
KEEPING EQUIPMENT AND MANY TYPES ARE AVAILABLE. TWO
OTHER PERENNIALLY POPULAR METHODS THAT ARE ESPECIALLY
COMPACT ARE SHELF FILING AND MOBILE STORAGE INSTALLATIONS.
VARIOUS SYSTEMS AND DEVICES ARE DISCUSSED AND PICTURED.

TRANSFER CABINETS, SORTING DEVICES, FILE SHELVES,
LADDERS, STOOLS, CHAIRS, GUIDES, AND FOLDERS ARE SOME
OF THE OTHER THINGS DISCUSSED.

0306 ELLS, R. W.
DIVIDING THE COSTS SAVED BY AUTOMATION.'
ADMINISTRATIVE MANAGEMENT, VOL. 27, NO. 1, JAN., 1966,
2 PAGES
SUPERVISION CONFIDENCE

AUTOMATION IS IMPROVING PRODUCTIVITY AND CUTTING
COSTS WHERE PROPER PLANNING HAS SMOOTHED OUT INITIAL
OBSTACLES. BY MEANS OF QUESTIONS AND ANSWERS MR. ELLS
ANSWERS SOME OF THE QUESTIONS POSED BY THE PROBLEM OF HOW
TO BEST DIVIDE THE MONEY GAINED THROUGH THE COST-CUTTING
PRODUCED BY AUTOMATION. THE ARTICLE IS AN ATTEMPT TO
REDUCE TO SIMPLE LANGUAGE SOME OF THE ECONOMIC TRUISMS
OF AUTOMATION AND UNEMPLOYMENT.

A CHART, HOW THE PRODUCTIVITY GAINS FROM AUTOMATION
SHOULD BE DIVIDED, INDICATES TWO PATHS A COMPANY CAN TAKE
IN DISTRIBUTING THE GREATER MARGIN OF PROFIT CURRENTLY
MADE POSSIBLE BY AUTOMATION INNOVATIONS.

0307 KLEINSCHROD, WALTER A.
MANAGEMENTS NEW VIEW OF INNOVATION.'
ADMINISTRATIVE MANAGEMENT, VOL. 27, NO. 3, MARCH, 1966,
3 PAGES

MANY COMPANIES TODAY ARE PURPOSEFULLY ENCOURAGING
A KIND OF INVENTIVENESS AMONG THEIR MANAGEMENT PEOPLE.
THIS POSITIVE, ORGANIZED CREATIVE ACTIVITY IS INNOVATION.

MANAGERS CAN MOTIVATE -PURPOSEFUL, ORGANIZED, RISK--'
TAKING- INNOVATION IF THEY ARE WILLING TO EXPERIMENT,
BE INTROSPECTIVE, ENCOURAGE SPONTANEITY, BE WILLING AND
ABLE TO DEAL WITH CONFLICT, AND FOSTER MUTUAL TRUST AND
OPENNESS.

TWO BASIC KINDS OF INNOVATION IN EVERY BUSINESS
ARE INNOVATION IN PRODUCT OR SERVICE AND INNOVATION IN THE
VARIOUS SKILLS AND ACTIVITIES NEEDED TO SUPPLY THEM.

MOTIVATION AND PERSPECTIVE ARE TWO VITAL INGREDIENTS
FOR SETTING UP A SUCCESSFUL INNOVATION PROGRAM. THERE
MUST BE AN UNDERSTANDING THAT INNOVATION IS A TECHNIQUE
FOR PURPOSEFUL CHANGE, NOT CHANGE ITSELF. IT IS PURPOS-'
FULLY INVENTING NEW WAYS TO PROFIT.

0308 ANONYMOUS
NEW COPIERS OFFER -CLOSER FIT- TO WORK.'
ADMINISTRATIVE MANAGEMENT, VOL. 27, NO. 3, MARCH, 1966,
2 PAGES

MANUFACTURERS OF COPIERS ARE MEETING THE NEED FOR
REFINEMENTS IN THE RANGE OF SELECTION AND VERSATILITY OF
THEIR PRODUCTS. AN IMPORTANT DEVELOPMENT TO BE AWARE OF
IS THE COPIER/DUPLICATOR COMBINATION WHICH BRIDGES THE GAP
BETWEEN BASIC COPYING AND BASIC DUPLICATING. THE ARTICLE
CONTAINS A BRIEF DESCRIPTION OF RECENT COPIER INNOVATIONS.

-IN GENERAL, THE COPIER MARKETPLACE OVER THE PAST
COUPLE OF YEARS HAS SERVED UP THREE ADMINISTRATIVE BENEFITS.
THEY ARE FASTER MACHINES, COPIES OF BETTER QUALITY, AND
LOWER COPY COSTS.-

-THE NEW COPIERS ARE TAILORED INSTRUMENTS, DESIGNED
TO MORE EFFECTIVELY SUIT THE RANGE OF APPLICATIONS FOR
WHICH THEY WERE DESIGNED. ALL THIS, WHILE GOOD, WILL MEAN
MORE FIGURING FOR THE ALERT ADMINISTRATIVE MANAGER, TO
MAKE SURE THE SUIT FITS WELL.-

0309 HERTZ, DAVID B.
IMPLEMENTING AN OPERATIONS RESEARCH PROGRAM.'
BANKING. VOL. 58-9. MARCH, 1966. 3 PAGES.

THE SUCCESSFUL USE OF OPERATIONS RESEARCH TECHNIQUES
DEPENDS ON AN UNDERSTANDING OF THE NEED FOR NEW TOOLDS, THE
DESIGNING OF THESE TOOLS, THE DEVELOPMENT OF THE SKILLS
NECESSARY TO USE THEM, THE INCORPORATION OF THESE PROCEDURES
IN EVERYDAY APPLICATIONS.

A CASE UNDER STUDY IS EXAMINED WHICH HAS USED THESE
FOUR POINTS IN USING OPERATIONS RESEARCH. SUCCESS OF THESE
PROGRAMS DEMANDS COMMITMENT BY KEY EXECUTIVES. THESE GUIDE-'
LINES ARE STRESSED. TAKE TIME TO DEVELOP A STUDY PLAN. FIND
PROFIT OPPORTUNITIES BY CONCENTRATING ON MAJOR COST FACTORS,
ORIENT THE OPERATIONS RESEARCH TEAM TO THE METHODS BEING
ADOPTED. EMPHASIZE THAT NEW POLICIES ARE BEING FORMED. SEE
THE NEED FOR ORGANIZATIONAL AND PROCEDURAL CHANGES.

IF THESE STEPS ARE FOLLOWED, MANAGEMENT AND TECHNOLOGY
CAN WORK TOGETHER TO PRODUCE PROFITS.

0310 COBURN, HAROLD B.
THE MANAGERS RESPONSIBILITY IN EMPLOYEE DEVELOPMENT.'
BANKING. VOL. 58-9. MARCH, 1966. 3 PAGES.

MR. COBURN STATES THAT EVERY SUPERVISOR, MANAGER, AND
EXECUTIVE IS RESPONSIBLE FOR THE TRAINING AND INDIVIDUAL
DEVELOPMENT OF STAFF MEMBERS REPORTING TO HIM AS WELL AS FOR
HIS OWN DEVELOPMENT. HE DESCRIBES THE KEY FACTORS OF THE
CHASE MANHATTANS PROGRAM OF PLANNED TRAINING ON A COMPANY-'
WIDE, INTEGRATED BASIS.

AN APPROACH IS MADE TO THE TRAINING FUNCTION THAT IT
IS EXPENSIVE YET REDUCES COSTS IN THE LONG RUN BY PROVIDING
BETTER INDIVIDUAL PERFORMANCE. THE CLIMATE IN WHICH A PERSON
LEARNS IS INCREASINGLY IMPORTANT. LINE RELATIONSHIPS AND
POLICIES MUST BE MADE CLEAR. THE CORE OF TRAINING TAKES
PLACE IN DAILY RELATIONSHIPS OF MANAGERS AND THEIR PEOPLE.

A TRAINING STAFF HELPS THE LINE IN TRAINING FUNCTIONS
OF IMPLEMENTING ACTIVITIES, DETERMINING NEEDS, CO-ORDINAT-'
ING ALL ACTIVITIES, AND MEETING COMPANY DEMANDS. BUT, THE
LINE AND STAFF MUST BE AWARE OF EACH OTHERS JOB.

0311 CAMPAGNA, JOSEPH F.
CAPABILITIES OF REMOTE DATA PROCESSING - PART 3.'
JOURNAL OF DATA MANAGEMENT. VOL. 4-3. MARCH, 1966. 4 PAGES.

THIS THIRD AND LAST PART OF THE SERIES ON THE CAPABIL-'
ITIES OF REMOTE DATA MANAGEMENT HAS ARRIVED AT THE POINT
THAT GIVEN THE PROGRAMS AND EQUIPMENT, WHAT DOES IT MEAN TO
THE MANAGER WHO WILL USE THE SYSTEM AND TO THE MANAGER WHO
MANAGES THE SYSTEM ITSELF.

METHODS OF OPERATING A DP SYSTEM HAVE EVOLVED FROM ONE
IN WHICH USERS DID ALL RUNNING TO ONE IN WHICH THE DP STAFF
RAN ALL USER PROGRAMS. BUT NEW SCHEDULING IS NEEDED TO AVOID
LENGTHY TURN-AROUND TIMES.

SCHEDULING CONFLICTS CAN BE ELIMINATED IN A REMOTE DP
SYSTEM BY CORRECT EQUIPMENT CONFIGURATION. IN ADDITION,
PRIORITY SCHEMES ARE INCORPORATED INTO THE SYSTEM.

ORGANIZATIONAL RELATIONSHIPS TO THE COMPUTER WILL
CHANGE UNDER A REMOTE DP SYSTEM, AND ALTHOUGH THE BASIC OR-'
GANIZATION WILL NOT BE CHANGED, THE DP DEPARTMENT WILL. THE
DP MANAGER MUST SEE TO IT THAT TOP MANAGEMENT IS GETTING THE
BEST USE OUT OF THE COMPUTER SYSTEM.

0312 SHENKEL, WILLIAM M.
REUSE APPRAISALS- A CRITICAL REVIEW.'
THE APPRAISAL JOURNAL VOL. 34, 2. APRIL, 1966 14P.
URBAN-RENEWAL

IN ORDER TO DEFINE REUSE APPRAISAL AND ADMINISTRATIVE
RESPONSIBILITIES, THIS PAPER BEGINS BY REVIEWING THE OB-'
JECTIVES AND CRITICISMS OF URBAN RENEWAL. THE RECOMMENDED
REUSE APPRAISAL CONTRACT FOCUSES ON MARKET ANALYSIS- A STUDY
OF PAST TRANSACTIONS IN RELATION TO CURRENT DEMAND, A STUDY
OF PROPOSED LAND USES, A STUDY OF THE ECONOMIC FEASIBILITY
OF THE PLAN, AND A STUDY OF COMPARABLE PROPERTIES ACCORDING
TO OPPORTUNITY COSTS -DEFINED AS THE SACRIFICE OF ALTERNA-'
TIVES-. HERE, COMPARABLE PROPERTIES MAY BE JUDGED ACCORD-'
ING TO THEIR INCOME POTENTIAL. FINALLY, IF THE REUSE AP-'
PRAISER IS TO PERFORM MAXIMUM SERVICE, SURELY HE WOULD GIVE
THE DISPOSITION PLAN THE MOST CAREFUL REVIEW.

0313 WARNOCK, M. J.
A STRETCH OF THE IMAGINATION.'
PERSONNEL JOURNAL, VOL. 45, NO. 3, MARCH, 1966, 6 PAGES
MANAGERS ATTITUDE CREATIVITY INNOVATION

THE RAPIDITY WITH WHICH CHANGE WILL OCCUR IN THE
FUTURE DEMANDS THAT BUSINESS MANAGERS HAVE MINDS THAT ARE
YOUTHFUL, FLEXIBLE AND ABLE TO ACHIEVE CONSTANT INNO-'
VATION AND RENEWAL. AT THE SAME TIME, THEY MUST KEEP
THEIR PERSPECTIVE BY REFUSING TO RELINQUISH THOSE VALUES
OF INTEGRITY AND PRINCIPLE THAT PROVIDE A FRAME OF RE-'
FERENCE.

THE AUTHOR CITES FOUR EXERCISES TO HELP KEEP OUR
CREATIVE IMAGINATIONS YOUNG AND SUPPLE, TO HELP ANY
BUSINESSMAN BE MORE READY FOR THE TASKS OF THE FUTURE.
MAKE A REAL EFFORT TO FORCE CHANGES IN OUR HABIT PATTERNS.
MAKE A PURPOSEFUL EFFORT TO DEVELOP NEW SKILLS AND ABILI-'
TIES. MEET PEOPLE OUTSIDE OUR USUAL CONTACTS. THERE IS
PROBABLY NO BETTER WAY TO ENCOUNTER NEW ATTITUDES AND
OPINIONS. ADOPT AN INQUIRING ATTITUDE ABOUT THE WAY IN
WHICH WE CONDUCT EVERY PHASE OF OUR OPERATIONS. EXERCISES
PLUS EXPERIENCE, MATURITY EQUALS PREPARATION FOR THE FUTURE.

0314 CARTER, ROBERT N.
MOTIVATION, THE TEACHING MACHINE AND LEARNING.'
PERSONNEL JOURNAL, VOL. 45, NO. 3, MARCH, 1966, 3 PAGES
PROGRAMMED-EDUCATION

PROGRAMMED LEARNING AND THE TEACHING MACHINE ARE COMING
UNDER FIRE FROM EDUCATIONAL AND INDUSTRIAL CRITICS. ONE
OF THE PRIME FAULTS OF MACHINE TEACHING SEEMS TO BE THE
ASSUMPTION THAT EXPOSURE EQUATES WITH LEARNING. MORE
EFFECTIVE TEACHING WILL BE ACCOMPLISHED IF PROGRAMMED
INSTRUCTION IS SEEN AS MERELY AN AID TO THE HUMAN ELEMENT
OF INSTRUCTION, NOT AS A REPLACEMENT.

THE RECOGNITION THAT THE MACHINE IS A TOOL TO BE USED
FOR AIDING THE INSTRUCTOR IN THE TEACHING PROCESS LEADS TO
THE RECOGNITION OF AN ADDITIONAL WEAKNESS ASSOCIATED WITH
MACHINE TEACHING--STUDENTS OR WORKERS MUST BE ACTIVELY
MOTIVATED TO -TAKE- THE COURSE.

IT IS A RECOGNIZED TRUISM THAT THEORETICALLY AND
PRACTICALLY A STRONG BOND EXISTS BETEEEN MOTIVATION,
LEARNING, AND PROGRAMMED INSTRUCTION. HOWEVER, THE
MACHINE SHOULD BE SUBORDINATED TO BOTH MOTIVATION AND
LEARNING.

0315 GERSHENFELD, WALTER J.
MANAGEMENT DEVELOPMENT TODAY.'
PERSONNEL JOURNAL, VOL. 45, NO. 3, MARCH, 1966, 3 PAGES
TRAINING, SUPERVISOR

MANAGEMENT DEVELOPMENT IS COMING OF AGE. WE HAVE
GENERAL AGREEMENT ON GROUND RULES FOR MANAGEMENT DEVELOP-'
MENT. THESE INCLUDE--TOP-MANAGEMENT SUPPORT IS ESSENTIAL
FOR A SUCCESSFUL PROGRAM. CURRENT AUDIT AND INVENTORY MUST

BE PRESENT. PROGRAMS MUST BE INDIVIDUALLY TAILORED. MANAGEMENT DEVELOPMENT IS A LINE FUNCTION. A MAN MUST BE MOTIVATED FOR TRAINING AND DEVELOPMENT TO TAKE PLACE. THE SUPERVISOR IS PART OF MANAGEMENT.

IMPROVEMENT IS BEING MADE IN HUMAN RELATIONS PHILO-' SOPHY AND TECHNIQUE. WE WANT MANAGERS TO BE AWARE OF TREND, DIRECTION AND PRINCIPAL SUBSTANTIVE RESULTS IN THE BE-' HAVIORAL FIELDS. OUR TECHNIQUES FOR UNDERSTANDING HUMAN RELATIONS INCREASINGLY REQUIRE MORE DIRECT ACTIVITY BY THE PARTICIPANTS AND LESS LECTURE AND DISCUSSION. WE HAVE LEARNED TO SUBSTITUTE OBSERVATIONS AND EXPERIMENTATION FOR INTUITION. QUANTIFICATION AND THE COMPUTER ARE BECOMING BASIC MANAGEMENT TOOLS.

0316 OKRONGLEY, W. D.
ATTITUDE DEVELOPMENT AND ACCIDENT PREVENTION.'
PERSONNEL JOURNAL, VOL. 45, NO. 3, MARCH, 1966, 3 PAGES

RESPONSIBILITY FOR ACCIDENTS MAY MORE OFTEN BE DUE TO THE ATTITUDES OF WORKERS AND SUPERVISORS THAN TO MECHANICAL FAILURES. TO HELP CORRECT ATTITUDES, A WORK-' SHOP TECHNIQUE HAS BEEN DEVELOPED, WHICH APPEARS TO HAVE HELPED REDUCE ACCIDENTS FOR ONE COMPANY. THE WORKSHOPS CONSISTED OF FOUR PARTS, WHICH ARE DISCUSSED IN THE ARTI-' CLE--LOST-TIME ACCIDENT EVALUATION, ROLE PLAYING, POTENTIAL ACCIDENTS, AND COMMUNICATIONS.

PARTICIPATION IN EXERCISES AS THOSE DESCRIBED HOPE-' FULLY INCREASES A PERSONS AWARENESS OF THE IMPORTANCE OF ACCIDENT PREVENTION. THE SESSIONS HAD A HIGH DEGREE OF INVOLVEMENT AND DEMANDED ACTION. THE FOUR SPECIFIC APPROACHES PROVIDED THE DESIRED TRANSFER OF THEORY TO ON-THE-JOB APPROACH. AS THE SESSIONS CONTINUED, THERE WAS A NOTICEABLE TENDENCY ON THE PART OF THE PARTICIPANTS TO AVOID SNAP JUDGMENTS AND TO DIFFERENTIATE FACTS FROM INFERENCES.

0317 MCDONALD, CHARLES H.
DATA AUTOMATION AND THE PERSONNEL MANAGER.'
PERSONNEL JOURNAL, VOL. 45, NO. 4, APRIL, 1966, 3 PAGES
EDP

ELECTRONIC DATA PROCESSING AS APPLIED TO PERSONNEL MANAGEMENT HAS BEEN AND IS THE SUBJECT OF MUCH DIS-' CUSSION. IT IS THE BELIEF OF THIS AUTHOR THAT MANY ORGANIZATIONS ARE NOT REALIZING FULL POTENTIAL FROM THEIR INVESTMENT IN DATA AUTOMATION AS FAR AS PERSONNEL FUNCTIONS ARE CONCERNED. THIS ARTICLE SHOULD, THEREFORE, STIMULATE THOUGHT AND REFLECTION ABOUT THE PLANNING AND DESIGN PHASES OF A SYSTEM IN ORDER TO OPTIMIZE THAT SYSTEMS CONTRIBUTION.

A CHANGE IN MANAGEMENT PHILOSOPHY, TOGETHER WITH A CAREFUL FEASIBILITY STUDY, IS NEEDED TO FIND THE PROPER -LACE FOR EDP IN THE PERSONNEL PROGRAM. ANY PROPOSED EDP ADAPTATION MUST PROMISE AN IMPROVEMENT OVER EXISTING PROCEDURES BY PROVIDING MORE INFORMATION FASTER, AND IT MUST ALSO MAKE A POSITIVE CONTRIBUTION TO PERSONNEL PRO-' CEDURES. THE CENTRAL FEATURE OF ANY AUTOMATED PERSONNEL INFORMATION SYSTEM IS THE EMPLOYEE MASTER PERSONNEL RECORD.

0318 WEALE, W. BRUCE FERRELL, ODIES
ARE RECRUITERS LISTENING.'
PERSONNEL JOURNAL, VOL. 45, NO. 4, APRIL, 1966, 4 PAGES
INTERVIEWING

THE CONCLUSIONS REACHED FROM A STUDY OF THE ATTI-' TUDES AND INTERESTS OF SOME 500 BUSINESS STUDENTS AT THE FLORIDA STATE UNIVERSITY SCHOOL OF BUSINESS ARE AS FOLLOWS.

RECRUITERS NEED TO GIVE MORE ATTENTION TO THE KINDS OF QUESTIONS ASKED, THE FORMAT AND STRUCTURE OF THEIR INTER-' VIEWS, AND THE IMAGE THEY PERSONALLY PROJECT OF THEIR COM-' PANY. STUDENTS NEED TO KNOW MORE THOROUGHLY THEIR OWN GOALS AND ABILITIES AND THE COMPANYS OPPORTUNITIES BEFORE THE INTERVIEW. STUDENTS MATCH THEIR ABILITIES TO THE JOB REQUIREMENTS BUT NEED GREATER GUIDANCE IN THIS PROCESS BY SYMPATHETIC RECRUITERS. IF RECRUITERS WILL LISTEN MORE PERCEPTUALLY AND STUDENTS WILL FEEL FREE TO ASK MORE PERSONAL QUESTIONS REGARDING THE JOB AND ITS CONDITIONS, A BETTER MESHING OF COMPANY REQUIREMENTS AND APPLICANTS QUALIFICATIONS WILL RESULT.

0319 FERRY, THOMAS H.
MANAGEMENT FOR TEAMWORK IN SHIFT RELATIONSHIPS.'
PERSONNEL JOURNAL, VOL. 45, NO. 4, APRIL, 1966, 3 PAGES

LACK OF COMMUNICATION BETWEEN OPERATORS ON DIFFERENT SHIFTS AND BETWEEN SHIFT MANAGERS CAN BE RESPONSIBLE FOR THE ABSENCE OF TEAMWORK NECESSARY IN SHIFT RELATIONSHIPS FOR MAXIMUM EFFICIENCY AND PRODUCTION IN A MANUFACTURING OPERATION. ORGANIZATIONAL CHANGES DESCRIBED HERE RESULTED IN IMPROVED TEAMWORK AND IMPROVED PRODUCTION. THE COMPANY INVOLVED IS THE I.B.M. CORP. IN ROCHESTER, MINN.

SINCE THERE DID NOT SEEM TO BE A CLEAR UNDERSTAND-' ING OF THE MUTUAL OBJECTIVES AND PECULIAR NEEDS OF EACH INDIVIDUAL SHIFT, SHIFT ROTATION OF THE PROJECT MANAGERS WAS INITIATED, PROVIDING FOR TWO YEARS ON DAYS, THEN ONE ON NIGHTS. NOW WHAT HAPPENED ON ANY SHIFT WAS OF INTEREST TO ALL. PROJECT MANAGER APPROVAL OF PROMOTIONS WAS INITIATED AND THEIR COUNSEL SOUGHT ON OTHER IMPORTANT MATTERS. THE PRIME INGREDIENTS TO THE BETTER UNDERSTAND-' ING WHICH RESULTED ARE PERSONAL INVOLVEMENT AND IMPROVED COMMUNICATIONS.

0320 THORNTON, BERKLEY B.
THE NUMBER ONE PROBLEM.'
PERSONNEL JOURNAL, VOL. 45, NO. 4, APRIL, 1966, 1 PAGE
COMMUNICATION

-A MANAGERS NUMBER ONE PROBLEM TODAY CAN BE SUMMED UP IN ONE WORD--COMMUNICATION. IF ALL MANAGERS WOULD COMMUNICATE IN SUCH A WAY THAT THEY COULD UNDERSTAND AND BE UNDERSTOOD, MOST OF THE DIFFICULTIES BETWEEN MANAG-' MENT AND THE EMPLOYEE COULD BE REDUCED TO A MINIMUM.-

FROM THE RESEARCH, STUDY, AND PRACTICES AT FORT EUSTIS, VIRGINIA, WHERE THE AUTHOR IS EMPLOYEE DEVELOP-' MENT OFFICER AT THE U.S. ARMY TRANSPORTATION CENTER, THE FOLLOWING CONCLUSIONS HAVE BEEN REACHED. WHEN COMMUNICATING WE SHOULD USE SIMPLE LANGUAGE, NONTECHNICAL TERMS, REPETITION, ILLUSTRATIONS, ATTENTION GETTERS--DARE TO BE DIFFERENT--USE NOVEL HEADLINES OR TITLES, ETC. IN ADDITION, ONE RULE OF THUMB THAT THEY TRY TO FOLLOW IN COMMUNICATING POLICIES, PROCEDURES, AND PROGRAMS TO THE WORK FORCE IS CONDENSATION OF VERBIAGE TO THE MAXIMUM EXTENT POSSIBLE. IN MOST CASES THEY TRY TO TELL THE STORY IN ONE PAGE OR LESS.

0321 BURCH, WALLACE S.
SUMMER JOBS FOR YOUNG MEN.'
PERSONNEL JOURNAL, VOL. 45, NO. 4, APRIL, 1966, 1 PAGE
TEENAGERS

MANY YOUNG MEN NOW DENIED JOBS COULD BE HIRED IF OUR OBSOLETE LAWS WERE BROUGHT UP TO DATE. THE AUTHOR, PERSONNEL MANAGER OF THE WEYERHAEUSER COMPANY OF TACOMA, WASHINGTON, CITES THAT BOTH FEDERAL AND STATE LAWS PROHIBIT MANY MANUFACTURING CONCERNS FROM HIRING YOUNG MEN UNDER EIGHTEEN. THESE LAWS WERE PASSED TO DO AWAY WITH THE SO-CALLED -SWEAT SHOPS- PREVALENT IN THE LATE 1800S AND EARLY 19COS. THERE IS NO COMPARISON BETWEEN WORKING CONDITIONS THEN AND NOW.

THE AUTHOR BELIEVES THAT MANY YOUNG MEN OF 16 AND 17 ARE HUSKY AND BETTER EQUIPPED TO DO HEAVY WORK THAN OLDER MEN. THE MEDICAL PROFESSION WOULD HAVE TO SET STANDARDS FOR YOUNG MEN TO MEET.

THE INABILITY OF THESE YOUNG MEN TO FIND JOBS CAN AND DOES CONTRIBUTE TO OUR PRESENT DELINQUENCY SITUATION-- THEY MUST HAVE AN OUTLET FOR THEIR ENERGY. THEY SHOULD BE OCCUPIED, LEARNING TO WORK, AND LEARNING THE VALUE OF MONEY.

0322 WIDENER, W. ROBERT
NEW CONCEPTS OF RUNNING A BUSINESS.'
BUSINESS AUTOMATION VOL. 13, 4. APRIL, 1966 8P.
COMPUTERIZATION, INFORMATION-SYSTEM

OF APPROXIMATELY 23,000 COMPUTERS NOW OPERATING IN THE BUSINESS COMMUNITY, MOST OF THE ACCOMPLISHMENTS HAVE BEEN OF A TACTICAL NATURE AND, CONSEQUENTLY, TOP MANAGEMENT HAS ENJOYED LITTLE OR NO BENEFIT FROM THEM. HOWEVER, AS THE -THIRD GENERATION- SYSTEMS ARE ORDERED AND INSTALLED, MAN-' AGEMENT IS NOW TURNING MORE ATTENTION TO THE COMPUTER AS A -STRATEGIC TOOL- IN THE DAY-TO-DAY RUNNING OF THE BUSINESS.

THE THIRD GENERATION PERIOD, CHARACTERIZED BY THE SWING TOWARD THE PLANNING AND INSTALLING OF RELATIVELY -TOTAL- INFORMATION SYSTEMS, IS CLEARLY UNDERWAY. THE COM-' PUTER HARDWARE AND SOFTWARE CAPABILITIES PERMIT ALL MANAGE-' MENT REPORTS TO BE GENERATED, EITHER ON A ROUTINE BASIS OR ON DEMAND, AS A RESULT OF THE SPEED AND CONVENIENCE OF THE NEW SYSTEMS, A NEW KIND OF MANAGEMENT ENVIRONMENT, THE -COMMAND OR CONTROL ROOM- WILL BE POSSIBLE. THIS ROOM WILL BE ON LINE TO THE COMPUTER THROUGH REPORT INTERROGATION CONSOLES AND LARGE-SCREEN, GRAPHIC DISPLAYS.

0323 COMISKEY, EUGENE F.
COST CONTROL BY REGRESSION ANALYSIS.'
THE ACCOUNTING REVIEW VOL. 41, 2. APRIL, 1966 4P.

THIS PAPER PRESENTS AN APPLICATION OF MULTIPLE REGRES-' SION ANALYSIS TO COST CONTROL. THE CONTEXT OF THE APPLICA-' TION IS THE CONSUMER FINANCE INDUSTRY WHERE EXTENSIVE DECENTRALIZATION MAKES EFFECTIVE COST CONTROL EXTREMELY IMPORTANT. THE COST BEHAVIOR MODEL EMPLOYED IN THIS PAPER IS DEVELOPED FROM THE RESULTS OF MULTIPLE REGRESSION ANAL-' YSIS OF COST AND OTHER OPERATING DATA OF BRANCH OFFICES OF A MAJOR CONSUMER FINANCE CHAIN. A BASIC APPROACH TO THE CONTROL OF DECENTRALIZED OPERATIONS IS THROUGH THE APPLI-' CATION OF THE PRINCIPLE OF -MANAGEMENT BY EXCEPTION.- IT SHOULD BE EMPHASIZED THAT THE DEVELOPMENT AND APPLICATION OF THE MODEL EMBRACES ALL ELEMENTS OF THE CONVENTIONAL CONTROL CYCLE. THE MODEL IS DEVELOPED FROM HISTORICAL COST AND OTHER OPERATING DATA AND WILL USUALLY BE APPLICABLE OVER TIME AS LONG AS THERE ARE NO SIGNIFICANT CHANGES IN OPER-' ATING POLICY OR OTHER FUNDAMENTAL CHANGES AFFECTING BRANCH OPERATIONS.

0324 SELLMAN, RICHARD A. ZIOMEK, ROBERT P.
MAXIMIZING COMPANY PROFITS FROM TRAINING PROGRAMS
FINANCIAL EXECUTIVE VOL. 34, 4. APRIL, 1966 5P.

THE INITIAL SURGE AND RAPID IMPLEMENTATION OF HOSTS OF TRAINING PROGRAMS OCCURRED DURING THE 1950S. BUT THE RESULTS OF A SURVEY IN 1962 SHOW THAT ENTHUSIASM FOR EXECUTIVE DE-' VELOPMENT PROGRAMS IS NOW GIVING WAY TO WIDESPREAD DISIL-' LUSIONMENT. IN THIS ARTICLE ARE TESTED IDEAS FOR PLANNING, IMPLEMENTING, AND FOLLOWING THROUGH A SUCCESSFUL PROGRAM.

THE FIRST CHORE IS THE CONSTRUCTION OF PROGRAM OBJECT-IVES AND ACCEPTANCE OF THE IDEA THAT MANAGEMENT TRAINING IS AN IMPORTANT AND CONTINUING JOB. THE NEXT JOB IS RE-' CRUITING OF MANAGEMENT PROSPECTS. MOST SOUGHT AFTER, AND CONSEQUENTLY RECEIVING A HIGH SALARY, IS THE GRADUATE STUDENT HOLDING AN MBA DEGREE FROM A BUSINESS SCHOOL. THE ADMINISTRATION OF THE PROGRAM AND THE PROGRAM STRUCTURE ARE ALSO CONSIDERATIONS. THERE ARE SEVERAL SUPPLEMENTARY TRAIN-' ING TOOLS WHICH CAN BE EXPLOITED SUCH AS SEMINARS, CLASSES, AND SCHEDULED READING PROGRAMS.

0325 BERMAN, HARVEY
DATA-PHONE SLASHES PURCHASING COSTS AT SINGER.'
PURCHASING VOL. 60, 7. APRIL 7, 1966 6P.

FAST BUYING, LITTLE PAPERWORK, INVENTORIES AT ROCK--' BOTTOM- THESE ARE THE RESULTS OF THE BIG SWITCH TO DATA--' PHONE THAT LINKS THE SINGER COMPANYS NEW JERSYY PLANT WITH ITS KEY SUPPLIERS. TWO YEARS AFTER INSTALLING THE SYSTEM, THE PLANT IS STILL ROLLING BACK PURCHASING COSTS.

UNDER THE DATA-PHONE SYSTEM, USER DEPARTMENTS RECEIVE DECKS OF IBM CARDS COVERING MATERIALS UNDER THE PROGRAM. WHEN A MATERIAL IS NEEDED, THE USER DEPARTMENT FORWARDS AN

IBM CARD FOR THE ITEM TO THE PLANTS GENERAL STORES DEPART-' MENT WHICH PROMPTLY TRANSMITS THE ORDER VIA DATA-PHONE TO THE SUPPLIER, WHERE IT IS AUTOMATICALLY PICKED UP ON A RE-CEIVING UNIT. THE SUPPLIERS COMPUTER PROCESSES THE ORDER DATA ON THE CARD. THE ORDER IS THEN ASSEMBLED AND SHIPPED, GENERALLY ARRIVING AT SINGERS NEW JERSEY PLANT LESS THAN 24 HOURS AFTER IT IS PLACED.

0326 COLLAZZO, CHARLES J.
EFFECTS OF INCOME UPON SHOPPING ATTITUDES.'
JOURNAL OF RETAILING VOL. 42, 1. SPRING, 1966. 7P.
ATTITUDES

THIS PAPER IS A STUDY ON THE BELIEFS, ATTITUDES, AND FRUSTRATIONS OF VARIOUS GROUPS OF CONSUMERS, AND THEIR CAU-' SES. THE STUDY ALSO TESTED THE MAJOR HYPOTHESIS THAT THERE IS A RELATIONSHIP BETWEEN INCOME AND OTHER DEMOGRAPHIC FACTORS SUCH AS EDUCATION AND INCOME.

RESEARCH SHOWS THAT THERE IS APPARENTLY A CAUSAL RE-' LATIONSHIP BETWEEN THE EFFECT OF EDUCATION AND OCCUPATION IN DETERMINING ATTITUDES. HOWEVER, THE RELATIONSHIP OF EDUCA-' TION TO INCOME IS LESS PRECISE. THE ATTITUDES AND FRUSTRA-' TIONS OCCUR SOMEWHAT MORE AT RANDOM THAN THEY DO IN THE TWO OTHER CLASSIFICATIONS SYSTEMS. ALSO, THE CAUSE-AND--' EFFECT RELATIONSHIP BETWEEN INCOME AND HOUSING STATUS IS NOT AS STRONG AS THAT BETWEEN OCCUPATION AND INCOME. THE FIND-' INGS OFFER EVIDENCE THAT AS MORE INCOME IS SPENT, SHOPPING EXPERIENCE GROWS AND SHOPPING ATTITUDES ARE ALTERED SINCE CONSUMERS BECOME MORE DISCRIMINATING AND MORE PARTICULAR IN THEIR SHOPPING.

0327 NYE, WILLIAM A.
SOCIAL INSURANCE IN THE UNDERGRADUATE CURRICULUM
THE JOURNAL OF RISK AND INSURANCE VOL. 33, 1. MARCH, 1966 9P
MEDICARE OASDI WORKMENS-COMPENSATION

IN THIS ARTICLE THE AUTHOR ADDRESSES HIMSELF TO THE QUESTION OF WHETHER OR NOT SOCIAL INSURANCE COURSES SHOULD BE OFFERED IN THE UNDERGRADUATE CURRICULUM, AND HIS POSITION IS THAT OF THE AFFIRMATIVE CASE.

THERE ARE SIX MAJOR REASONS WHY NYE BELIEVES THAT SOCIAL INSURANCE SHOULD BE STUDIED IN COLLEGE. FIRST, THE SUBJECT IS GROWING IN SIGNIFICANCE IN THE U.S. TODAY. ALSO THE STUDY OF SOCIAL INSURANCE REVEALS IMPORTANT ECONOMIC PROBLEMS THAT NEED SOLUTIONS. A KNOWLEDGE OF THE SUBJECT CAN BE APPLIED FREQUENTLY IN OUR OWN LIVES. THE STUDY WOULD GIVE STUDENTS A CHANCE TO USE WHAT THEY HAVE LEARNED. FINALLY, SOCIAL INSURANCE IS AN IDEAL COURSE TO TEACH STUDENTS TO REASON AND APPLY, TO THINK AND ARGUE LOGICALLY. SUCH A COURSE MIGHT CONSIST OF THE STUDY OF PUBLIC ASSISTANCE, OLD AGE, SURVIVORS, MEDICARE, WORKMENS COMPENSATION, DISABILITY INSURANCE, AND UNEMPLOYMENT COMPENSATION.

0328 EDITORS
KEEP SALES MEETING DRIVE ALIVE ALL YEAR.'
BUSINESS MANAGEMENT VOL. 29, 6. MARCH, 1966 2P.
MOTIVATE

A RAZZLE-DAZZLE SALES MEETING MAY ENTHUSE A SALESMAN NO END, BUT THAT ENTHUSIASM HAS A WAY OF GROWING COLD ONCE THE SALESMAN GETS BACK TO HIS TERRITORY. YOU CAN KEEP SPIR-' ITS HIGH BY FOLLOWING UP TO MAKE SURE THAT WHAT WAS PREACHED AT THE MEETING IS PRACTICED IN THE FIELD. IN FACT, IF YOU DO NOT FOLLOW UP, YOU MIGHT AS WELL WRITE OFF THE SALES MEETING AS A JOB ONLY HALF DONE.

THERE ARE MANY WAYS TO IMPLEMENT SALES MEETING FOL-' LOW THROUGH. HERE ARE DISCUSSED FIVE METHODS WITH AN EXAMP-' LE TO ILLUSTRATE EACH- ACT ON MEETINGS STRENGTHS, REIN-' FORCE MEETING THEMES, DOCUMENT THE MEETINGS, USE EXAMPLES OF LESSONS LEARNED, AND USE CONTESTS.

0329 EDITORS
SHOULD BLUE COLLAR WORKERS BY SALARIED.'
BUSINESS MANAGEMENT VOL. 29, 6. MARCH, 1966 5P.

THE PRESIDENT OF THIS LITTLE COMPANY, KINETIC DISPER-' SION COMPANY LOCATED JUST OUTSIDE BUFFALO, NEW YORK, DID NOT WANT HIS PRODUCTION AND MAINTENANCE WORKERS TO BE UNIONIZED. BUT WHEN THEY WERE, HE TOOK THE UNUSUAL STEP OF OFFERING TO PAY THEM SALARIES INSTEAD OF HOURLY WAGES. THREE AND ONE--' HALF YEARS HAVE NOW PASSED GIVING HIM A CHANCE TO SEE HIS IDEA PUT TO THE TEST. WOULD HE DO IT ALL OVER AGAIN IF HE HAD THE CHANCE. WHAT ADVICE DOES HE HAVE FOR BIGGER COMPAN-' IES CONTEMPLATING THE SAME THING. WHAT PROBLEMS WILL THEY FACE IF THEY GO AHEAD. HERE ARE HIS FRANK, DOWN-TO-EARTH ANSWERS.

CHARLES KEW, PRESIDENT OF THIS FIRM, HAS LABELED THE SALARY PLAN AS A SUCCESS. UNFORTUNATELY, IT HAS NOT MAKE HIS PRODUCTION WORKERS FEEL A PART OF THE COMPANY IN THE SENSE AND TO THE EXTENT HE WANTED.

0330 LUPTON, D. KEITH
THE OVERSELL IN STAFF RECRUITING.'
PERSONNEL JOURNAL, VOL. 45, NO. 2, FEBRUARY, 1966, 3 PAGE

THE -FOLKSY- IMAGE OF A COMPANY CREATED DURING PRO-' FESSIONAL RECRUITMENT PROGRAMS MAY BE THE GREATEST SINGLE REASON FOR UNUSUAL STAFF TURNOVER, ESPECIALLY AMONG YOUNGER EMPLOYEES. THEY REACT TO THE OVERSELL IN RECRUITING AT A GREAT LOSS TO THEMSELVES AND THEIR EMPLOYERS.

A PLAN TO GET NEWCOMERS INTO THE LIFE-STREAM OF THE COMMUNITY IS SUGGESTED. A COMPANY EMPLOYEE WHO KNOWS HIS COMMUNITY AND DEVOTES MUCH TIME AND EFFORT IN ITS BEHALF SHOULD ACQUAINT THE NEWCOMER WITH COMMUNITY ORGANIZATIONS, INTERVIEW THE NEWCOMER AND HIS FAMILY TO ASCERTAIN THEIR INTERESTS, ETC., ARRANGE FOR NEWCOMERS TO ATTEND ACTIVITIES IN AN ORGANIZATION FOR SIX CONSECUTIVE MEETINGS.

THUS -THE NEWCOMER, THROUGH THE INTERESTED HELP OF HIS EMPLOYER, IS MADE TO VIEW THINGS IN MUCH THE SAME WAY AS THE WELL ESTABLISHED RESIDENTS. HE QUICKLY FEELS AT HOME AND ACCEPTED WITH SUBSEQUENT BENEFIT TO HIM, HIS FAMILY, THE COMMUNITY AND, MOST IMPORTANTLY, HIS EMPLOYER.-

0331 JEHRING, J. J.
EFFECTS ON PRODUCTIVITY OF DROPPING INDIVIDUAL INCENTIVES
PERSONNEL JOURNAL, VOL. 45, NO. 2, FEBRUARY, 1966, 3 PAGES
MOTIVATION

A COMPANY DROPPED ITS INDIVIDUAL INCENTIVE PLAN FOR A GROUP OF TRANSCRIBERS AFTER ITS USE OVER AN EXTENDED PERIOD DID NOT SEEM TO IMPROVE PRODUCTIVITY. THIS STUDY EXAMINES THE RESULT OF THE DISCONTINUANCE ON THE WORKERS.

AN ANALYSIS OF THE DATA INDICATES THAT ALTHOUGH PRODUCTIVITY FELL OFF AFTER THE INDIVIDUAL INCENTIVE WAS WITHDRAWN, THE OVER-ALL AMOUNT WAS INSIGNIFICANT. IN ALL PROBABILITY THE SAVINGS WHICH WERE BROUGHT ABOUT THROUGH REDUCED RECORD KEEPING AND FIGURING INDIVICUAL BONUSES COMPENSATED FOR WHAT LITTLE PRODUCTION WAS LOST.

IN THIS CASE THE WORK MEASUREMENT PLAN WAS CONTINUED. THIS IN ITSELF ACTED AS AN INCENTIVE. THE TOTAL GROUP PROGRAM COULD ADD INCREASED PRODUCTIVITY IN WAYS OTHER THAN THROUGH INCREASING INDIVIDUAL OUTPUT. IT MIGHT HAVE AN EFFECT IN TERMS OF BETTER COOPERATION WITHIN THE COMPANY, BETTER QUALITY OF WORK, SAVING OF SUPPLIES, ETC. TABLES.

0332 FROHLICH, N. O.
MOTIVATION--KEY TO SUCCESSFUL PERFORMANCE COUNSELING.'
PERSONNEL JOURNAL, VOL. 45, NO. 2, FEBRUARY, 1966, 5 PAGES

A PERFORMANCE COUNSELING PROGRAM, TO BE SUCCESSFUL, MUST INCREASE AND IMPROVE PRODUCTION. TO DO THIS IT MUST PROVIDE TANGIBLE EVIDENCE OF A COMPANYS INTEREST IN ITS EMPLOYEES AND USE MOTIVATIONAL CONCEPTS TO THE UTMOST.

THE AUTHOR PROPOSES THAT MOTIVES ARE NEEDS AND THAT OUR NEEDS ARE THE REASONS WE DO THE THINGS WE DO. NEEDS MUST BE SATISFIED IF WE ARE TO MOTIVATE PEOPLE. THEY CAN BE SATISFIED BY THE APPLICATION OF APPROPRIATE INCENTIVES.

PROBLEMS OF NET EFFECT, FUTILITY, EQUAL BILLING OF TRIVIA, LOSS IN TRANSLATION, AND THE COMPANY GIMMICK WERE CITED AS CAUSES FOR DEMOTIVATION.

A BRIEF OUTLINE OF AN ACTUAL PROGRAM WHICH EMPHA-' SIZES CAREER ORIENTATION AND THE MANAGEMENT BY OBJECTIVES APPROACH, BOTH OF WHICH HAVE A HIGHLY POSITIVE EFFECT UPON EMPLOYEE MOTIVATION, IS PROVIDED.

0333 MCCLINTOCK, FRANKLYN G.
THE MAN, THE JOB, AND THE MAN ON THE JOB.'
PERSONNEL JOURNAL, VOL. 45, NO. 2, FEBRUARY, 1966, 6 PAGES
MOTIVATION

FACED WITH SUCH QUESTIONS AS HOW TO MOTIVATE PEOPLE TO DO THEIR WORK AT THE TOP LIMIT OF THEIR ABILITY AND, AT THE SAME TIME, HOW TO ACCOUNT TO MANAGEMENT FOR THE SALARY DOLLARS NEEDED TO BE SPENT, THE WAGE AND SALARY ADMINISTRATOR IS OFFERED A SOLUTION BASED ON A THEORETICAL MIDPOINT CONCEPT.

SALARY ADMINISTRATION IS A METHOD TO SOLVE PROBLEMS RESULTING FROM OR IN ANTICIPATION OF MOTIVATION PEOPLE. IT IS AN ORDERLY APPROACH. SALARY ADMINISTRATION IS A USEFUL TOOL WHICH CAN WORK TO MOTIVATE PEOPLE INDIVIDUALLY AND JOINTLY.

THE SOLUTION 'S EXPLAINED WITH DIFININTION, EXAMPLES, FIGURES, AND CHARTS.

0334 ODIORNE, GEORGE S.
HOW SUPERSTITIONS IN BUSINESS ARE CREATED.'
PERSONNEL JOURNAL, VOL. 45, NO. 2, FEBRUARY, 1966, 5 PAGES
[illegible]NICATION

AULTY COMMUNICATION GENERATES MISUNDERSTANDINGS [illegible], COMPOUNDED, BUILD UP INTO SUPERSTITIONS. THIS IS AS TRUE IN BUSINESS AS IT IS IN ALL OTHER PHASES OF LIFE INVOLVING HUMAN INTER-RELATIONSHIPS.

SUPERSTITIONS GROW OUT OF A WHOLE SERIES OF INFLU-' ENCES IN THE COMMUNICATION SYSTEM OF THE FIRM. SOME SOURCES OF MANAGEMENT SUPERSTITIONS ARE DISCUSSED--ALSO THE WAYS IN WHICH THEY CAN BE AVERTED.

-THE BEST WAY TO PREVENT SUPERSTITIONS FROM FORMING IN MANAGEMENT IS TO MANAGE BY ARRANGING SITUATIONS. BY SETTING UP THE ENVIRONMENT IN A WAY THAT PERMITS THE SUB-' ORDINATE TO MEASURE HIS OWN PROGRESS AND GIVE HIMSELF A SELF-APPRAISAL AT KEY POINTS ALONG THE WAY, THE MAIN MECHANISM FOR SUPERSTITIONS IS ELIMINATED.- THINGS THE BOSS MUST DO IN THIS RESPECT ARE DISCUSSED. SILENT LANGUAGE WHICH CREATES SUPERSTITIONS IS MENTIONED. A CHART SHOWS DELEGATION AS A LEARNING CURVE. EXPLANATION OF THIS ALSO.

0335 COHEN, WILBUR J.
SOCIAL POLICY AND SOCIAL ACTION FOR THE 1970 S
MICHIGAN BUSINESS REVIEW VOL. 18, 3. MAY, 1966. 6P.
HANDICAPPED, EDUCATION, REHABILITATION

TRULY MOMENTUOUS MEASURES TO MEET PRESSING NATIONAL COMMUNITY NEEDS AND TO RIGHT MANY WRONGS HAVE BEEN TAKEN OVER THE PAST FIVE YEARS. HOWEVER, UNLIKE ALEXANDER, WE WILL NOT WEEP FOR LACK OF WORLDS TO CONQUER- FOR THE GREATEST CHALLENGES LIE AHEAD- IN OUR GREAT METROPOLITAN AREAS, OUR RURAL AND URBAN POVERTY AREAS, RACIAL AND RELIGIOUS DIS-' CRIMINATION, OUR PRINCIPAL WATERWAYS ARE OPEN SEWERS, AND SO ON. FORTUNATELY THIS NATION IS BLESSED WITH THE BRAINS, THE TALENT, AND THE WEALTH TO FIND SOLUTIONS TO THESE PROB-' LEMS. THIS ARTICLE DISCUSSES SOCIAL ACTIONS THAT MAY WELL BE FORTHCOMING IN THE NEXT DECADES IN THE AREAS OF POVERTY, HEALTH, EDUCATION, AND REHABILITATION OF THE HANDICAPPED.

0336 GRUENBERGER, FRED [illegible]HILL, RICHARD H.
LETS CLOSE THE KNOWLEDGE GAP AT THE TOP.'
BUSINESS AUTOMATION VOL. 13, 5. MAY, 1966 3P.
EVALUATE, EDUCATE, TEACHING, SUPERVISOR

THE TOP OPERATING EXECUTIVES ARE IN THE MAIN A GROUP THAT HAS GROWN INTO POWER AHEAD OF THE ELECTRONIC REVOLU-' TION. THUS, TODAYS UPPER-ECHELON EXECUTIVE IS PROBABLY THE ONE IN GREATEST NEED OF BASIC KNOWLEDGE OF ALL ASPECTS OF THE FIELD AND, BY AND LARGE, HE IS NOT GETTING IT.

TO EDUCATE THE EXECUTIVES THERE SEEMS TO BE NO SUBSTI-' TUTE FOR LIVE PRESENTATION, CAREFULLY PLANNED IN SEQUENCE, COUPLED WITH HANDS-ON EXPERIENCE. MOST EXECUTIVES ARE AWARE OF THE ROUTINE APPLICATIONS OF THE COMPUTER SUCH AS PAYROLL, BUT MANY SUFFER FROM A LACK OF KNOWLEDGE OF WHAT COMPUTERS CAN DO FOR THEM IN THE AREA OF SIMULATION FOR EXAMPLE.

ABOVE ALL, AN EXECUTIVE NEEDS AN UNDERSTANDING OF COMPUTER ECONOMICS SO HE CAN BEST EVALUATE PRICES AND COSTS INVOLVED IN THE COMPUTER SYSTEMS. THERE HAVE BEEN SOME ATTEMPTS TO BETTER THE EXECUTIVES LOT. FOR OVER 6 YEARS, IBM HAS CON-' DUCTED MONTHLY EXECUTIVE CONCEPTS COURSES. JUDGING FROM THE REACTIONS OF THE STUDENTS, THEY ARE HIGHLY SUCCESSFUL.

0337 YANKELOVICH, DANIEL
TODAYS YOUNG ADULTS--A GROWING BUSINESS PROBLEM.'
PERSONNEL, VOL. 43, NO. 2, MARCH-APRIL, 1966, 11 PAGES

OUR AFFLUENT SOCIETY HAS PRODUCED A NEW GENERATION THAT DOES NOT FIT THE TRADITIONAL MOLD OF NEEDS AND AM-' BITIONS. AND SOME OF OUR MOST GIFTED YOUNG PEOPLE ARE NO LONGER PREPARED TO MAKE THE KIND OF PERSONAL COMMITMENT MOST ORGANIZATIONS DEMAND AS THE PRICE OF A SUCCESSFUL CAREER.

THE AUTHOR DISCUSSES THREE CATEGORIES OF YOUTH--ONE GROUP WANTS WHAT OUR SOCIETY HAS TO GIVE AND THEY ARE OPTIMISTIC ABOUT THEIR CHANCES FOR SUCCESS, A SECOND GROUP IS MADE UP OF THE YOUNG PEOPLE WHO DESPERATELY WANT A HIGHER STANDARD OF LIVING, A BETTER EDUCATION, MORE OPPORTUNITY, LEISURE, AND DIGNITY, BUT LACK ADEQUATE MEANS TO PURSUE THESE GOALS, AND THE THIRD GROUP CONSISTS OF THE MINORITY OF WELL-EDUCATED YOUNG ADULTS FROM AFFLUENT FAMILIES WHO ENJOY ALL THE BENEFITS OUR SOCIETY HAS TO OFFER AND YET WHO SHOW SIGNS OF QUESTIONING ITS TRADITIONAL GOALS. THE LAST GROUP IS OF GREATEST CONCERN HERE.

0338 SHULL, FREMONT A., JR. CUMMINGS, L.L.
ENFORCING THE RULES--HOW DO MANAGERS DIFFER.'
PERSONNEL, VOL. 43, NO. 2, MARCH-APRIL, 1966, 7 PAGES
PERSONALITY ATTITUDES DISCIPLINE

ON THE FACE OF IT, A RULE IS A RULE, WITH CLEAR-CUT DEFINITIONS AND PENALTIES FOR INFRACTIONS. IN PRACTICE, HOWEVER, THERE ARE SEVERAL DIFFERENT ATTITUDES--AND SHADINGS OF THEM--THAT DICTATE DECISIONS ABOUT DISCIPLINE.

THE AUTHORS DISCUSS RULES IN GENERAL AND APPROACHES AND ATTITUDES TOWARD DISCIPLINE SUCH AS PURE HUMANITARIAN, CLINICAL-HUMANITARIAN, JUDICIAL-CLINICAL, LEGALISTIC--' JUDICIAL, AND PURE LEGALISTIC.

IT IS ONLY RECENTLY THAT THE CONCEPT OF DISCIPLINE AND THE VARIOUS STYLES OF IMPLEMENTING IT HAVE BEEN THE SUBJECT OF SYSTEMATIC STUDY. SOME PROPOSITIONS GUIDING ADDITIONAL RESEARCH ARE--THE LARGER THE SIZE OF A WORK GROUP THE GREATER THE PROBABLIITY THAT THE SUPERIOR WILL UTILIZE A LEGALISTIC DISCIPLINARY STYLE, SUPERIORS SCORING HIGH ON PERSONALITY VARIABLES SUCH AS AGGRESSION TEND TOWARD THE LEGALISTIC END OF CONTINUUM, SUPERIORS WILL UTILIZE STYLES APPROVED BY THEIR OWN SUPERIOR, OTHER VARIABLES CONSTANT.

0339 MARTIN, E. W., JR.
IDEATIONAL ITEMS - THE SYSTEMS CONCEPT.'
BUSINESS HORIZONS, VOL. 9, NO. 1, SPRING, 1966, 2 PAGES
SIMULATION

THE COMBINATION OF THE VIEWPOINT OF AN ORGANIZATION AS A SYSTEM, A MODEL-BUILDING APPROACH, AND POWERFUL COM-' PUTERS PRODUCES A TECHINQUE CALLED SYSTEMS SIMULATION, WHICH SHOWS PROMISE FOR ANALYZING AND DESIGNING COMPLEX ORGANIZATIONAL SYSTEMS. PERFORMANCE OF THE SYSTEM AS A WHOLE CAN BE OBSERVED, AS WELL AS THE EFFECTS OF VARIOUS CHANGES IN ANY ONE OF THE PARTS.

0340 HARDER, VIRGIL E. LINDELL, FRANK R.
USING PERT IN MARKETING RESEARCH.'
BUSINESS HORIZONS, VOL. 9, NO. 1, SPRING, 1966, 6 PAGES

HOW CAN SYSTEMATIC ORDER BE APPLIED TO THE RESEARCH METHODOLOGY WHEN THE FEASIBILITY OF PRODUCING AND MARKETING A NEW PRODUCT IS BEING DETERMINED. THIS ARTICLE DESCRIBES THE USE OF PERT FOR INTEGRATING THE VARIOUS TASK OBJECTIVES INTO A NETWORK OR SYSTEM. IT PROVIDES A PICTORIAL NETWORK OF THE METHOD AND A TOOL FOR EVALUATING THE STATUS OF A PROGRAM AT ANY TIME.

THE POTENTIAL AND THE MECHANICS OF PERT ARE DISCUSSED. ONLY THE MOST BASIC AND ELEMENTARY PERT PRINCIPLES HAVE BEEN SET FORTH IN THIS ARTICLE. THE PERT TECHNIQUE HAS BEEN REFINED TO THE POINT WHERE COMPLEX, SPECIALIZED -LANGUAGE- OF APPLICATION CAN BE USED. LIKEWISE, THE TECHNIQUE HAS BEEN THE SPRINGBOARD TO MORE COMPLEX SYSTEMS, SUCH AS CRITICAL PATH ANALYSIS. FIGURES.

0341 WALKER, CHARLES M.
PROGRAMMING THE COMPACTS.'
DATAMATION VOL. 12, 4. APRIL, 1966. 4P.
COMPUTER

THE RECENT TREND IN SMALL COMPUTER DISIGN HAS BEEN TO USE SECTORED MEMORIES AS A MEANS OF REDUCING WORD LENGTH AND CONSEQUENTLY COST. THE AUTHOR DESCRIBES THE METHOD USED BY HIS COMPANY TO SIMPLIFY PROGRAMMING WITH THIS TYPE OF MACH-' INE.

DESECTORIZING SOFTWARE IN CONJUNCTION WITH AN ASSEMBLY PROGRAM PROVIDES, IN ADDITION TO THE ADVANTAGES OF SYMBOLIC REFERENCE TO OPERANDS, THE AUTOMATIC GENERATION OF ANY LINKAGE NECESSARY TO REACH THAT OPERAND IF THE OPERAND IS NOT DIRECTLY ACCESSIBLE. DESECTORIZING IS APPLICABLE TO MOST MACHINES AS LONG AS IT IS NOT NECESSARY FOR THE AS-' SEMBLY PROGRAM OR THE LOADER TO INSERT INSTRUCTIONS IN THE CODE STRING DURING ASSEMBLY OR LOADING. THE COMPLETE DE-' SECTORIZING OPERATION IS OUTLINED BY THE AUTHOR.

0342 POOLER, VICTOR H.
TREND- A TOTAL APPROACH TO MEASURING PURCHASE PERFORMANCE.'
PURCHASING VOL. 60, 10. MAY 19, 1966. 8P.
EVALUATE

A NOTED PURCHASING EXECUTIVE HAS FASHIONED A -NEW LOOK- APPROACH TO GAUGING DEPARTMENTAL EFFECTIVENESS. THIS AP-' PROACH IS TREND- TOTAL RECOGNITION OF ENVIRONMENTAL AND NUMERICAL DEVELOPMENT.

TREND RECOGNIZES THAT PURCHASING PERFORMANCE MUST BE EVALUATED IN TERMS OF TOTAL IMPACT ON COMPANY OPERATIONS AND ALSO REFLECTS THE FACT THAT SOME ASPECTS OF PURCHASING DEFY MEASUREMENT. THE BEST STANDARD FOR A PURCHASING DEPARTMENT IS ITS OWN PAST PERFORMANCE WHERE YEAR TO YEAR VARIATIONS WITHIN A SPECIFIC PURCHASING DEPARTMENT, AND A STUDY OF TRENDS, WILL PROVIDE USEFUL INFORMATION. INTERNAL AUDITION, A MEASUREMENT OF JOB PERFORMANCE AGAINST PREDETERMINED STANDARDS, IS ANOTHER EVALUATION METHOD. ALSO, THE RETURN--' ON- CAPITAL METHOD IS A MORE SIGNIFICANT MEASURE OF PURCHASE PERFORMANCE THAN THE RETURN-ON-INVESTMENT WITH PURCHASING AS AN INDEPENDENT PROFIT CENTER SINCE IT EMPHASIZES PROFIT CONTRIBUTION RATHER THAN THE EXPENSE FIGURES.

0343 JENKINS, SUSAN S. ROTH, RUSSELL S.
MEDICARE FROM THE EYES OF DOCTORS AND HOSPITAL ADMINISTRATOR
BESTS INSURANCE NEWS-LIFE EDITION VOL. 67, 1. MAY, 1966 3P.

THIS ARTICLE PROVIDES TWO EXTRACTS FROM A DISCUSSION ON MEDICARE AND GROUP HEALTH INSURANCE. IT PRESENTS A BRIEF LOOK AT THE FEDERAL HEALTH INSURANCE PROGRAM FROM TWO VI-' TALLY INTERESTED PARTIES- PHYSICIANS AND HOSPITAL ADMINIS-' TRATORS.

FROM THE ADMINISTRATORS VIEWPOINT, MEDICARE HAS GIVEN IMPETUS TO A COURSE ALREADY SET BY HOSPITALS- A MORE REAS-' ONABLE PRICING OF THEIR SERVICES THROUGH COST-BASED CHARGES. AND MEDICARE HAS BUILT IN STANDARDS OF QUALITY WHICH WILL RAISE THE LEVEL OF HOSPITAL CARE AND IN EXTENDED CARE FAC-' ILITIES.

THIS DOCTOR SEES THE BASIC PROBLEM OF MEDICARE AS HAV-' ING AN ADEQUATE NUMBER OF CONSCIENTIOUS WELL TRAINED DOC-' TORS. SOME OF THE PROBLEMS WHICH MAY INCREASE PHYSICIAN ESTRANGEMENTS ARE THIRD PARTY DEFINITIONS OF FEES, DEDUCT-' IBLES AND COINSURANCE, AND CERTIFICATION OF CHARTS.

0344 MESCON, DR. MICHAEL H.
WHAT TO DO ABOUT THE GRAPEVINE.'
BESTS INSURANCE NEWS- LIFE EDITION VOL. 67, 2. MAY, 1966 6P.
COMMUNICATION

MANAGEMENT HAS FOUND THAT THE TREMENDOUS GAP BETWEEN WORKER NEEDS AND MANAGEMENTS INTERPRETATION OF THESE NEEDS HAS SET OFF AN ENDLESS CYCLE OF CONFLICT IN BUSINESS AND INDUSTRY TODAY, STRENGTHENING THE INFORMAL ORGANIZATIONS. INCREASING THE IMPORTANCE, THE SIGNIFICANCE OF THE GRAPEVINE AND ADDING MUCH NOURISHMENT TO THE LABOR MOVEMENT.

ONE WAY OF ELIMINATING THE GRAPEVINE THROUGH THE USE OF BETTER MANAGEMENT INVOLVES ASCERTAINING WHAT PEOPLE WANT FROM WORK. THE AUTHOR LISTS 5 TOP FACTORS IN MOTIVATING EMPLOYEES- JOB SECURITY, RECOGNITION BY PEERS AND EQUALS, INTERESTING WORK, FRINGE BENEFITS, AND THE OPPORTUNITY FOR ADVANCEMENT. MANAGEMENT SHOULD DO WHAT THEY CAN TO WEAKEN THE STRENGTH OF THE GRAPEVINE BY DEVELOPING THREE BASIC COMMUNICATION ABILITIES. THE MANAGER SHOULD BE ABLE TO LISTEN TO WHAT OTHER PEOPLE DO AND DO NOT SAY, AND ALSO TO WHAT OTHER PEOPLE WANT TO SAY, BUT DO NOT KNOW HOW TO SAY IT.

0345 SKINNER, DR. FRANK D.
COMPUTER GRAPHICS- WHERE ARE WE.'
DATAMATION VOL. 12, 5. MAY, 1966 4P.
RETRIEVAL

LOOKING TOWARD A BIG FUTURE FOR DISPLAYS AND GRAPHIC II/O DIVICES, THE AUTHOR DISCUSSES APPLICATIONS, TECHNIQUES, AND EXPERIMENTAL PROGRAMS DESIGNED TO IMPROVE USER-COMPUTER INTERCOMMUNICATIONS.

THE AUTHOR ILLUSTRATES THE FLEXIBILITY INHERENT IN DISPLAYS BY EXAMINING POTENTIAL APPLICATIONS IN THE AREAS OF CUSTOMER SERVICE WHERE RAPID ACCESS TO LARGE FILES OF ALPHANUMERIC DATA IS REQUIRED, MANAGEMENT INFORMATION SYS-' TEMS, INFORMATION RETRIEVAL, PROGRAMMING, ENGINEERING DE-' SIGN, AND FOR MATHEMATICAL ANALYSIS. GRAPHICAL DISPLAY UNITS OFFER POTENTIAL ECONOMICS IN THREE MAJOR WAYS- TIME SAVING, DOLLAR SAVINGS, AND A MORE THOROUGH JOB. SOME TECHNIQUES FOR USING AND PROGRAMMING GRAPHICAL EQUIPMENT CAN BE SHARED IN A VARIETY OF APPLICATIONS, FOR EXAMPLE OPERATING SYSTEMS SUP-' PORT, DATA PLOTTING, POINT, LINE, AND ARC GENERATION, 3-D PROJECTION, ALPHANUMERIC PAGE FORMATTING, LIGHT PEN SELEC-' TION, PROGRAM DEBUGGING, AND 2-D GRAPHIC PROCEDURES.

0346 VANCE, STANLEY C.
HIGHER EDUCATION FOR THE EXECUTIVE ELITE.'
CALIFORNIA MANAGEMENT REVIEW VOL. 8, 4. SUMMER, 1966 10P.
TRAINING

HIGHER EDUCATION IS A PREREQUISITE FOR BUSINESS DIRECTORATES. NEW DATA SHOW A PREVALENCE OF CERTAIN SCHOOL TIES, AN INCREASE IN GRADUATE DEGREES, AND A DIFFERENCE IN EDUCATIONAL PATTERNS AMONG EXECUTIVES IN VARIOUS SECTORS OF OUR ECONOMY.

ALTHOUGH THE SURVEYS HIGHLIGHT THE INCREASING IMPORT-' ANCE OF COLLEGE TRAINING FOR INDUSTRIAL LEADERSHIP, THERE ARE SOME OTHER INTERESTING OVERTONES. MOST SERIOUS IS THE CONCLUSION THAT THERE IS A VERY POSITIVE RELATIONSHIP BE-' TWEEN POSSESSION OF AN IVY LEAGUE DEGREE AND ACCESS TO THE BOARD ROOMS OF OUR LARGEST BUSINESS ENTERPRISES. ALSO, IN THE NEXT GENERATION, A NONCOLLEGE GRADUATE WILL HAVE ONE CHANCE IN ABOUT 56,000 TO BECOME A TOP CORPORATION DIRECTOR. ANOTHER TREND WORTH NOTING IS THE NEED TO SUPPLEMENT UNDER-' GRADUATE DEGREES IN LIBERAL ARTS WITH GRADUATE WORK IN BUSINESS ADMINISTRATION.

0347 ANONYMOUS
8TH ANNUAL REPORT ON EDP SALARIES.'
BUSINESS AUTOMATION VOL. 13, 6. JE., 1966 8P.
DATA-PROCESSING

AN ENLARGED SURVEY BASE -MORE THAN 2,300 USER COMPANIES EMPLOYING OVER 92,000 DATA-PROCESSING PERSONNEL- FURNISHES THE DATA FOR THIS YEARS BA REPORT ON EDP SALARIES. WHILE REGIONAL DIFFERENCES EXIST, JUST AS IN OTHER OCCUPATIONS, THE GENERAL TREND IS TOWARD HIGHER PAY, A TREND ENCOURANGED BY THE EXTREME COUNTRY-WIDE SHORTAGE OF QUALIFIED EDP PER-' SONNEL.

IN VIEWING THE VARIOUS CHARTS AND COMPARISONS, ONE MUST REMEMBER THAT THE RATES REPRESENT A RANGE FROM THE SMALLEST OF INSTALLATIONS WITH MONTHLY RENTALS AS LOW AS 1,000 DOL-'

LARS TO INSTALLATIONS WITH OVER 300,000 DLLLARS MONTHLY RENTALS IN A -HIGH PAY- AREA. OF THE 3,806 COMPUTERS LISTED ON THE RETURNS, ABOUT 70 PERCENT BEAR THE IBM LABEL. INTE--' ESTINGLY ENOUGH, ONLY SIX OF THE 2,324 FIRMS REPORTING INDICATED THAT THEY HAD -REAL-TIME- SYSTEMS IN OPERATION. THERE WAS NO SINGIFICANT SALARY DIFFERENCES REPCRTED BY THESE COMPANIES IN COMPARISCN WITH THE TOTAL SAMPLE.

0348 ANONYMOUS
ELECTRONIC ACCOUNTING SYSTEM.'
BUSINESS AUTOMATION VOL. 13, 6. JUNE, 1966 1P.

BURROUGHS CORPORATION HAS INTRODUCED AN ELECTRONIC ACCOUNTING SYSTEM, THE E400, WHICH IS DESIGNED TO FIT IN THE PRICE-PERFORMANCE GAP BETWEEN ACCOUNTING MACHINES AND SMALL COMPUTERS.

THE E400 INCLUDES TWO BASIC UNITS- AN OPERATORS CONTROL CONSOLE WITH AN ALPHANUMERIC KEYBOARD, CONTROL KEYS, COM-' MUNICATIONS LIGHTS AND PRINTER. IT ALSO HAS A SCLID STATE ELECTRONIC PROCESSOR WITH A MAGNETIC CORE MEMORY OF 2,400--' DIGIT CAPACITY. ALL ARITHMETIC FUNCTIONS ARE PERFORMED BY THE PROCESSOR. INTERNAL COMMANDS ALSO INCLUDE TRANSFER AND SHIFT OF DATA, PLUS CONDITICNAL AND UNCONDITIONAL BRANCHES FROM VARIOUS STATUS CHECKS. THE PROCESSOR IS CONTROLLEC BY INTERNALLY-STORED PROGRAM INSTRUCTICNS. PROGRAMS ARE READ IN BY MEANS OF PUNCHED CARDS, MAGNETIC LEDGERS, OR KEYBOARD. BUSINESS FORMS OF ALL STANDARD SIZES AND WEIGHTS CAN BE ACCOMODATED BY THE PRINTING CARRIAGE. A BASIC E400 SELLS FOR ABOUT 22,000 DOLLARS OR CAN BE LEASED FCR 550 PER MONTH.

0349 GRODE, MURRAY T.
BRIDGING THE GAP IN LONG-RANGE PLANNING.'
FINANCIAL EXECUTIVE VOL. 34, 6. JUNE, 1966 3P.
FORECAST

ONCE MANAGEMENT HAS DETERMINED WHAT EACH CPERATING DIVISION CAN CONTRIBUTE REALISTICALLY TO OVER-ALL CORPORATE OBJECTIVES, IT MUST ASSUME THE RESPONSIBILITY OF BRIDGING THE GAP. IN RECENT YEARS THE PATTERN OF LONG-RANGE PLANNING HAS ASSUMED A DEDUCTIVE APPROACH, AMONG OTHERS. THIS AP-' PROACH FOCUSES ON OBJECTIVES FIRST AND BY SUBTRACTING FORE-' CASTED RESULTS FROM SUCH OBJECTIVES, IT EXPOSES A GAP TO BE BRIDGED BY MANAGERIAL ACTION. BY MEANS OF TWO EXHIBITS, THE AUTHOR DEMONSTRATES THAT -BRIDGING THE GAP- IN LONG-RANGE PLANNING IS CLOSELY ASSOCIATED WITH THE DEDUCTIVE APPROACH.

EXHIBIT I ILLUSTRATES THE TYPE OF ADJUSTMENTS THAT MIGHT BE MADE AT THE CORPORATE LEVEL TO IDENTIFY THE GAP BETWEEN THE SUM TOTAL OF DIVISIONAL PLANS AND CCRPORATE OBJECTIVES. EXHIBIT II SHOWS A CORPORATE LCNG-RANGE PLAN WHICH SERVES AS THE BASIS FCR COMPARING ACTUAL RESULTS AGAINST PLAN IN ORDER TO DETERMINE THE AREAS IN NEED OF ADJUSTMENT OR STIMULATION.

0350 ANONYMOUS
DUPLICATORS SAVE COMPUTER TIME.'
BUSINESS AUTOMATION VOL. 13, 7. JULY, 1966 3P.
DOCUMENTS

WESTERN ELECTRIC COMPANY HAS FOUND A REPRODUCTION METHOD THAT SAVES BOTH TIME AND MONEY. THE COMPANY DEVELOPED AN ORDER PROCESSING SYSTEM THAT MAKES USE OF A DUPLICATOR MASTER AS THE ORIGINAL- OR FIRST COPY- FOR COMPUTER PRINT--' OUT. THIS SYSTEM PROVIDES PAPER-WORK TC CONTROL 16 FUNCTIONS CONNECTED WITH PART SELECTICN, ASSEMBLE, INSPECTION, PACK-' ING AND EQUIPMENT SHIPPING.

AFTER AN ORDER HAS BEEN ANALYZED AND KEY PUNCHED, IT IS FED INTO A COMPUTER WHERE THE COMPUTER CORRELATES DATA FROM MAGNETIC TAPE STORAGE FILES WITH THAT FED IN VIA THE PUNCHED CARDS. ALL IDENTIFYING NUMBERS, WORDS, AND SCHECULED COM-' PLETION DATES ARE AMONG THE PRINT-OUT WHICH ARE PRINTED ON A DUPLICATING MASTER WHICH IS ACTUALLY THE TOP SHEET OF A FOUR-PART FORM. THIS DUPLICATING MASTER, THEN, IS USED TO REPRODUCE CONTROL DOCUMENTS.

0351 BARKDULL, CHARLES W.
PERIODIC OPERATIONS AUDIT- A MANAGEMENT TOOL.'
MICHIGAN BUSINESS REVIEW VOL. 18, 4. JULY, 1966. 5P.

PERIODIC OPERATIONS AUDIT IS NOT NEW BUT ITS EMPHASIS TODAY SHOULD BE DIFFERENT FROM THE PAST. OPERATIONS AUDIT IS SIMPLY A SYSTEMATIC AND PERIODIC REVIEW OF THE VARIOUS PHASES OF A BUSINESS BY SOMEONE OUTSIDE THE IMMEDIATE DE-' PARTMENTS BEING REVIEWED TO DETERMINE THEIR INDIVIDUAL AND COLLECTIVE EFFECTIVENESS AND RECOMMENDING COURSES OF ACTION.

THERE ARE MANY REASONS WHY A REVIEW OF DEPARTMENTAL OPERATIONS IS NEEDED. AS A COMPANY GROWS, IT NEEDS DIFFERENT ORGANIZATIONAL AND MANAGEMENT CONTROL CONCEPTS. NEW PRODUCTS AND SERVICES MAY REQUIRE A SHIFT IN MANAGEMENT EMPHASIS AND NEW TECHNIQUES OF MANUFACTURING, SELLING, AND DISTRIBUTION. OBTAINING GOVERNMENT CONTRACTS SETS UP AN ENTIRELY NEW SET OF CIRCUMSTANCES TO MOST INDUSTRIAL CONCERNS. SHIFTS IN THE POPULATION MAKE-UP MAY CREATE THE NEED FOR DIFFERENT PRO-' DUCTS AND DIFFERENT MARKETING TECHNIQUES. TECHNCLOGICAL ADVANCES IN MANUFACTURING AND THE OFFICE REQUIRE DIFFERENT ORGANIZATION, SYSTEMS, AND CONTROLS.

0352 FEILD, WAYNE
CHECKPOINTS FOR BUILDING A NURSING HOME.'
THE APPRAISAL JOURNAL VOL. 34, 3. JULY, 1966. 7P.
MEDICARE

-WITH THE PASSAGE OF MEDICARE,- WARNS MR. BAINUM, -THE NURSING HOMES PLACE IN THE COMMUNITY IS RAPIDLY CHANGING. IT IS ESTIMATED THAT ONLY 6000 OF THE EXISTING 23,000 HOMES WILL BE APPROVED TO PROVIDE SERVICES UNDER MEDICARE. WHEN CALLED UPON TO APPRAISE A NURSING HOME, THE APPRAISER MUST MAKE MANY JUDGEMENTS. IN ADDITION TO JUDGING THE BRICK AND MORTAR, HE WLLL ALSC CONSIDER CTHER MATTERS, INCLUDING MAN-' AGEMENT AND GOOD WILL.-

THE PRIMARY CAUSE OF OBSOLESCENCE IN NURSING HOMES IS A CHANGE IN ATTITUDE TOWARD THE CARE OF THE AGED AND CHRONIC-' ALLY ILL FROM ONE WHICH WAS PASSIVE OR CUSTODIAL IN NATURE TO ONE WHICH IS TRULY ACTIVE AND REHABILITATIVE IN QUALITY. THEY OUTLINE FACTORS OF DESIGN AND CONSTRUCTION WHICH ARE DIRECTLY RELATED TO OBJECTIVES DEFINED IN LIGHT OF PATIENT, FAMILY, COMMUNITY, AND NURSING HCME NEEDS. MR. FIELD LISTS 60 CHECK POINTS WHICH SHOULC EASE THE TASK OF DEVELOPING OR APPRIASING THE MODERN NURSING HOME.

0353 EDITORS
HOW CORPORATIONS REGARD PEOPLE WITH EMOTIONAL PROBLEMS.'
BUSINESS MANAGEMENT VOL. 30, 4. JULY, 1966. 4P.
DISABILITY, IMPACT, EMPLOYER, ATTITUDES

WOULD YOU HIRE A JOB APPLICANT WHO WAS UNDERGOING PSYCHIATRIC CARE. THIS SURVEY REPORTS HOW 155 EXECUTIVES WOULD HANDLE THIS AND RELATED PROBLEMS.

A MAJORITY OF THE EXECLTIVES WCULD HIRE A QUALIFIED JOB APPLICANT EVEN THOUGH HE WERE SEEING A PSYCHOLOGIST OR PSYCHIATRIST. IN FACT, A MAJORITY WOULD HIRE SUCH AN APPLI-' CANT EVEN THOUGH HE HAD PREVIOUSLY SUFFEREC FROM A MENTAL ILLNESS SEVERE ENOUGH TO CAUSE HIM TO BE HOSPITALIZED. NOT A SINGLE ONE OF THE EXECUTIVES WOULD FIRE A COMPETENT EMPLOYEE IF THEY FOUND OUT HE WERE SEEING A PSYCHIATRIST OR PSYCHOL-' OGIST. NEVERTHELESS, AT LEAST 65 PERCENT OF THE EXECUTIVES WOULD NOT HESITATE TO ASK THE EMPLOYEE WHY HE FELT THE NEED FOR SUCH CARE. FINALLY, AN OVERWHELMING MAJORITY OF THE EX-' ECUTIVES BELIEVE PSYCHOLOGISTS AND PSYCHIATRISTS ARE USEFUL TO SOCIETY. YET, ONLY A MINCRITY OF THE SURVEYEC FIRMS EN-' PLOY THEM ON EITHER A PART-TIME OR FULL-TIME BASIS. THE MOST COMMON REASON FOR THIS IS THAT THEY DO NOT FEEL THE NEED.

0354 ANONYMOUS
27 BOOKS EVERY EXECLTIVE SHCULD HAVE READ.'
BUSINESS MANAGEMENT VOL. 29, 7. APRIL, 1966. 3P.

AN EXECUTIVE FACES AN ALMCST HOPELESS TASK IN TRYING TC KEEP UP WITH THE FLOOD OF PUBLISHED BOOKS ON THE SUBJECT OF BUSINESS. PICKING AND CHOOSING AMONG THEM IS A FORMIDABLE TASK, SO -BUSINESS MANAGEMENT- HAS TURNED TO AN EXPERIENCED EXECUTIVE AND PUBLISHER TO HELP ITS READERS. HE IS THEODORE B. DOLMATCH, PRESIDENT OF THE PITMAN PUBLISHING CORPORATION AND ITS TWO SUBSIDIARIES.

IN PICKING A LIST OF BCOKS EVERY EXECUTIVE SHOULD HAVE READ, MR. DOLMATCH USED SEVERAL CRITERIA. HIS FIRST CRI-' TERION WAS TO SELECT BOOKS THAT HAVE HELPED HIM TO HANCLE HIS JOB BETTER. HE AUTOMATICALLY ELIMINATED BOOKS THAT PROMISED TO MAKE THEIR READERS BETTER EXECUTIVES. THIRDLY, HE DID NOT CONFINE HIS SELECTICN EXCLUSIVELY TO SO-CALLED BUSINESS BOOKS. THE BOOKS ARE IN FOUR CATEGORIES- THE MAN-' AGER AND THE WORLD AT LARGE, THE MANAGER AS A PROFESSIONAL,, THE MANAGER AND HIS HUMAN RESOURCES, AND THE MANAGERS TOOLS ANC TECHNIQUES.

0355 KNIGHT, GORDON F.
SKILLS FOR THE SOMETIME INTERVIEWER.'
PERSONNEL JOURNAL, VCL. 45, NO. 5, MAY, 1966, 3 PAGES
SELECTION, RECRUITING

A NEW DEVICE, THE PERSCNNEL SCREENING GUIDE, WAS DEVELOPED RECENTLY AT THE CHRYSLER INSTITUTE TO ACCELERATE THE DEVELOPMENT OF EMPLOYMENT INTERVIEWING SKILLS. IT IS DESIGNED FOR USE BY THOSE WHO HAVE TO INTERVIEW INFREQUENT-' LY. THESE PEOPLE NEED SOMETHING EASY TO USE, REQUIRING LITTLE INSTRUCTION TO HELP THEM AVOID THE COMMON INTERVIEW-' ING PITFALLS AND UPGRADE THEIR SELECTICN OF NEW HIRES. THE GUIDE IS A DISTILLATION OF THE ACCUMULATED KNOW-HOW OF SKILLED INTERVIEWERS TO ACCOMPLISH THESE OBJECTIVES.

A-RECRUITING PACKAGE- CONTAINS RATING FORMS, MEDICAL EXAMINATION FORMS, REFERENCE CHECK SHEETS, AND ALL OTHER FORMS TYPICALLY USED IN A PROFESSIONAL EMPLOYMENT FUNCTION. EACH HAS INSTRUCTIONS FOR USE. THE PERSONNEL SCREENING GUIDE IS ONE OF THE PRINCIPAL ITEMS IN THE -PACKAGE-. THE MAIN PORTION OF THE GUIDE IS RELATED TO THE REVIEW OF THE APPLICATION, PLUS INTERVIEWING TIPS, APPLICANT RATING, AND CONSIDERATIONS BEFORE AN OFFER IS MADE.

0356 PESKIN, DEAN B.
ROLE PLAYING AND ROLE CONFLICT--A CASE STUDY.'
PERSONNEL JOURNAL, VOL. 45, NO. 5, MAY, 1966, 10 PAGES
TRAINING, SUPERVISORS

THE GOAL OF THE MANAGEMENT DEVELOPMENT PROGRAM AT THE KANSAS CITY, MISSOURI, BLUE CROSS--BLUE SHIELD, WAS TO PROVIDE SUPERVISORS WITH TRAINING EXPERIENCES INTENDED TO STIMULATE, INSPIRE, AROUSE AND CHALLENGE THEIR THINKING BY OPERATING A HYPOTHETICAL COMPANY. INVOLVING TECHNIQUES OF ROLE PLAYING, GROUP DYNAMICS AND PROGRAMMED INSTRUCTION, ITS SUCCESS WAS MEASURED BY THE EXTENT TO WHICH SUPERVISORS SHOWED IMPRCVEMENT ON THEIR REGULAR JOBS.

0357 ROGERS, ALFRED S.
THE MODERN LOOK IN MOTIVATICN.'
PERSONNEL JOURNAL, VOL. 45, NO. 5, MAY, 1966, 4 PAGES
SUPERVISOR, PROMOTING, MOTIVATION

-SCIENTISTS, ENGINEERS AND OTHER TECHNICAL PERSONNEL MAY SEEM TO POSSESS BUILT-IN MOTIVATIONS. BUT, IT IS NOT NECESSARILY ENOUGH IN THE MODERN WORK SITUATION. WHEN THESE MEN WITH THE COLD-FACT MINDS ENTER THE WORLD OF IN-' TANGIBLES, THEY HAVE PROBLEMS. THEIR SUPERVISOR MUST LEARN TO APPLY THE PROPER MOTIVE FORCE TO CAUSE HIS PEOPLE TO ACHIEVE MAXIMUM PRODUCTIVITY, AND AT THE SAME TIME MAINTAIN DISCIPLINE.- THE APPROACHES TO MOTIVATION, USED BY THE MODERN, KNOWLEDGEABLE SUPERVISOR, CAN BE CONTRASTED TO THOSE OF THE -FORCED-LABOR- TYPE.

THE -FORCED-LABOR- TYPE FINDS FAULT, IS A TALKER, KEEPS HIS EMPLOYEES GUESSING, IGNORES EMPLCYEES PERSONAL PROBLEMS, DEMANDS PROMPT CBEDIENCE, STIFLES INITIATIVE. THE INSPIRATIONAL LEADER ENCOURAGES HIS EMPLOYEES, IS WILLING TO LISTEN, KEEPS HIS EMPLOYEES INFORMED, IS INTERESTED IN PROMOTING LONG-RANGE LOYALTY OF EMPLOYEES, AND HE ENCOURAGES THEM TO DEVELOP THEIR ABILITIES.

0358 STEINMANN, ANNE
GUIDANCE PERSONNEL AND THE COLLEGE WOMAN.'
PERSONNEL JOURNAL, VCL. 45, NO. 5, MAY, 1966, 6 PAGES

-THE GUIDANCE COUNSELOR HAS A JOB TO CO IN SHOWING

YOUNG WOMEN THAT THEY DO NOT HAVE TO CHOOSE BETWEEN HOME AND CAREER--IN FACT, THEY MUST HAVE BOTH TO ACHIEVE FUL-' FILLMENT OF THEIR OWN LIVES AND PROVIDE HEALTHY ENRICHMENT IN THE GROWTH OF THEIR FAMILIES. THE MEN IN THEIR LIVES WILL NEED COUNSELING TOO.-

THERE DOES NOT SEEM TO BE A CLEARCUT CONCEPT OF THE ROLE OF WOMEN IN TODAYS SOCIETY, AND THE DATA FROM THE RESEARCHERS STUDY SUGGEST THERE IS REASON TO BELIEVE THAT WOMENS CONCEPT OF THE FEMININE ROLE AND HER CONCEPT OF MANS IDEAL WOMAN ARE NOT IN HARMONY.

THE STUDY DISCUSSED IN THE ARTICLE WAS UNDERTAKEN TO DETERMINE WHETHER THERE IS A RELATIONSHIP AMONG THE CON-' CEPTS OF THE FEMININE ROLE OF 51 MIDDLE-CLASS GIRLS ATTEND-' ING A SUBURBAN COLLEGE, AND THEIR MOTHERS AND FATHERS CONCEPTS OF THE ROLE.

C359 JONES, RAYMOND C.
SELECTION AND PLACEMENT.'
PERSONNEL JOURNAL, VOL. 45, NO. 5, MAY, 1966, 2 PAGES
RECRUITMENT

SELECTION IS USUALLY REGARDED AS A NEGATIVE PROCESS, OR A REJECTION OF APPLICANTS FOR A POSITION. PLACEMENT IS A POSITIVE PROCESS AND CONSISTS OF FILLING AVAILABLE POSITIONS WITH QUALIFIED APPLICANTS. IN ORDER TO IDENTIFY SELECTION AND PLACEMENT PRACTICES AND DETERMINE EVIDENCE OF THEIR EFFECTIVENESS, SELECTION AND PLACEMENT PROCEDURES WERE INVESTIGATED IN A LARGE INDUSTRIAL CORPORATION, A NOT-FOR-PROFIT SERVICE ORGANIZATION, A SMALL PLASTICS COMPANY, A GOVT. DEFENSE PLANT AND A STATE EMPLOYMENT AGENCY.

FORECASTING OF MANPOWER REQUIREMENTS, RECRUITMENT, EMPLOYMENT INTERVIEW, TESTING, AND EMPLOYEE TURNOVER ARE STUDIED.

C360 ANONYMOUS
SIX SHORTCUTS TO STRONGER MANAGEMENT.'
BUSINESS MANAGEMENT VOL. 30, 3. JUNE, 1966. 7P.
TRAINING CONFIDENCE EFFICIENCY

IN THE LAST DECADE STEELCRAFT MANUFACTURING COMPANY OF CINCINNATI, OHIO, HAS TAKEN PAINS TO REMAIN FLEXIBLE AND MANEUVERABLE- IT HAS SOUGHT SHORTCUTS TO BETTER MANAGEMENT. IN THIS ARTICLE ARE OUTLINED SIX TECHINQUES THAT HAVE HELPED THIS FIRM PROSPER.

THE FIRST SHORTCUT IS THE USE OF STAND-UP MEETINGS WHICH DISCOURAGE LENGTHY CONVERSATIONS WITH A LOT OF REPET-' ITION AND CUT DOWN ON EXECUTIVE FRUSTRATION. ANOTHER SHORT-' CUT IS TO HURL THE EMPLOYEES INTO SINK-OR-SWIM PROJECTS. ALSO, NO SHORTCUT TO STRONGER MANAGEMENT IS MORE VALUABLE THAN INSTILLING IN YOUR PEOPLE THE COURAGE AND CONFIDENCE TO TACKLE PROBLEMS ON THEIR OWN. A FOURTH SHORTCUT IS TO GET RID OF AUTOMATED SYSTEMS IF THEY PROVE TOO EXPENSIVE. STEELCRAFT ALSO USES THE TECHNIQUE OF RESPONDING TO SALES INQUIRIES WITHIN 24 HOURS BY TELEPHONE. FINALLY, SHORTCUT NUMBER 6 STRESSES THE IMPORTANCE OF ASKING THE SUPPLIERS FOR FREE CONSULTATION AND TRAINING.

C361 KAIMANN, RICHARD A.
MANAGEMENT BY EXCEPTION HEIRARCHICALLY.'
DATA PROCESSING VOL. 8, 7. JULY, 1966. 5P.
ORGANIZATIONAL, INFORMATION

MANAGEMENT BY EXCEPTION- THE CONCEPT OF NOT PRINTING REPORTS DESCRIBING NORMAL BUSINESS TRANSACTIONS, WITH ONLY ABNORMAL PERFORMANCE REPORTED TO MANAGEMENT- IS ONE OF THE MOST WIDELY DISCUSSED MODERN MANAGEMENT SYSTEMS BASED ON THE COMPUTER. THIS ARTICLE DESCRIBES A VARIATION ON THAT SYSTEM, WITH INFORMATION DIRECTED AT A SPECIFIC LEVEL OF MANAGEMENT.

IN THE DESIGN OF ANY SUBSYSTEM TO TOTAL SYSTEM, SOME CONSIDERATION MUST BE GIVEN TO THE POSITION OF THE ORGANI-' ZATIONAL HIERARCHY. AS A GENERAL GUIDING PRINCIPLE THE AC-' TION ON REPORTS SHOULD BE TAKEN AT THE LOWEST ECHELON AT WHICH RESPONSIBILITY AND EFFECTIVE ACTION MAY BE TAKEN. IN-' FORMATION OR REPORTS ON AN EXCEPTION BASIS SHOULD BE SUB-' MITTED TO THE APPROPRIATE MANAGERIAL POSITIONS. THE ABILITY TO MONITOR INFORMATION FLOW AT EACH ORGAINZATIONAL LEVEL WITH REPORTING ON AN EXCEPTION BASIS SUGGEST AN AMENDMENT TO MANAGEMENT BY EXCEPTION -HIERARCHICALLY.- BY THIS CONCEPT THE EFFECT OF TURNOVER AND OF ABSENTEEISM MAY BE REDUCED.

C362 GANNON, EDWARD J.
A LOOK AT THE STUDENT LOAN PROGRAM.'
BANKING VOL. 59, 1. JULY, 1966. 2P.

THIS IS THE FIRST OF A FIVE-PART REPORT ON STUDENT LOAN PLANS THAT INCLUDES A SUMMARY OF DEVELOPMENTS, A DISCUSSION OF A PRIVATE AGENCYS PLAN, DESCRIPTIONS OF STATE PLANS IN NEW YORK AND OHIO, AND HOW ONE BANKS PLAN WORKS.

TO MEET THE RISING COSTS TO ATTEND PUBLIC AND PRIVATE COLLEGES, STATE AND PRIVATE NONPROFIT GUARANTEE AGENCIES HAVE INSURED STUDENT LOANS TOTALING OVER 150,000,000 DOL-' LARS AND THE TOTAL DEMAND FOR DIRECT LOANS IS EXPECTED TO BE WELL OVER 400,000,000 DOLLARS. THE SHARP INCREASE IN DE-' MAND WILL RESULT FROM THE HIGHER EDUCATION ACT OF 1965. THIS ACT AS REVISED, DIRECTED THE COMMISSIONER OF EDUCATION TO ENCOURAGE THE GROWTH OF STATE AND PRIVATE STUDENT LOAN GUARANTEE PLANS. THE FEDERAL GOVERNMENT WILL PAY INTEREST ON BEHALF OF ELIGIBLE STUDENTS AND WILL ADVANCE FUNDS TO BOLSTER THE RESERVES OF THE PRIVATE AND STATE AGENCIES. TO QUALIFY FOR INTEREST SUBSIDY, THE LATTER AGENCIES MAY NOT CHARGE INTEREST IN EXCESS OF 6 PERCENT PER ANNUM.

C363 LYNCH, FREDERICK, JR.
MAN HUNT--A MUST FOR MANAGEMENT CONTINUITY.'
PERSONNEL JOURNAL, VOL. 45, NO. 6, JUNE, 1966, 4 PAGES
RECRUITING

FACED WITH A TWO MILLION SHORTAGE OF COLLEGE GRADU-' ATES FOR MANAGEMENT POSITIONS DURING THE NEXT TEN YEARS, IT IS OBVIOUS THAT COLLEGE RECRUITING, BOTH ON CAMPUS AND OFF, WILL ASSUME A FASTER AND MORE FURIOUS PACE. PRO-' JECTING NEEDS WELL IN ADVANCE IS THE PLAN ADOPTED BY THE CENTRAL NATIONAL BANK OF CLEVELAND, OHIO.

BY STUDYING FUTURE MANAGEMENT NEEDS, THE BANKS PLANNED GROWTH AND PROBABLE ATTRITION, THE NUMBER AND LEVEL OF MANAGEMENT POSITIONS TO BE FILLED WAS DETERMINED AND FORECAST OVER A PERIOD OF 10 YEARS. THIS MANPOWER PLANNING HAS BECOME THE INSTRUMENT FOR CREATING A WELL-BALANCED, IN-DEPTH MANAGEMENT STAFF. CENTRAL BANKS COLLEGE RECRUITING PROGRAM IS DISCUSSED. FACED WITH A CRITICAL SHORTAGE OF MANAGEMENT SUCCESSORS UNDER AGE 40, THE BANK WAS DETERMINED TO MAKE POSITIVE CORRECTIONS TOWARD THE DESIRED AGE DIS-' TRIBUTION IN ORDER TO ASSURE A SMOOTH CONTINUITY OF MGT. AND TO MINIMIZE THE IMPACTS OF NORMAL RETIREMENTS. GRAPHS.

C364 DUKE, E. E.
INDUSTRIAL MANAGEMENT AND ITS EFFECT ON PERFORMANCE
PERSONNEL JOURNAL, VOL. 45, NO. 6, JUNE, 1966, 7 PAGES
EVALUATION TECHNICIANS PERSONNEL

-IN THIS ARTICLE, IT IS THE WRITERS INTENT TO OB-' SERVE THE NEW GENERATION OF PROFESSIONALS BY INCICATING THEIR WANTS AND DESIRES, BY SHOWING THE INDUSTRIAL GOALS THAT MOST AFFECT THEM PERSONALLY, AND BY DISCUSSING WHAT IT MIGHT TAKE TO INCREASE SUCH PEOPLES PERFORMANCE.

THROUGH AN OBJECTIVE EVALUATION OF QUANTITATIVE PER-' FORMANCE CRITERIA, THE PROFESSIONAL CAN BETTER HIS LOT AND INCREASE THE FIRMS PRODUCTIVITY. THIS IS POSSIBLE BE-' CAUSE MANAGEMENT CAN UNDERSTAND BETTER PERFORMANCE THROUGH ADJUSTMENT OF AUTHORITITIVE TECHNIQUE. KNOWING THE RESULTS OF SUCH PROPOSED STUDIES, MANAGEMENT SHOULD BE EXPECTED TO ENTER THE TWENTIETH CENTRUE AND THE PRO-' FESSIONAL MIGHT RECAPTURE THE EMINENCE FOR WHICH HE HUNGERS.- TABLES.

C365 CASSIDY, CHARLES E. J.
ELECTRONIC DATA PROCESSING AND THE PERSONNEL FUNCTION
PERSONNEL JOURNAL, VOL. 45, NO. 6, 1966, 3 PAGES

TO GET A SPECIFIC IDEA OF WHAT DATA PROCESSING IS DOING FOR PERSONNEL DEPARTMENTS TODAY AND WHAT IT MIGHT DO TOMORROW, A QUESTIONNAIRE WAS SENT TO PERSONNEL DIRECTORS OF ONE HUNDRED RANDOMLY SELECTED COMPANIES FROM THE RECENT FORTUNE 500 LISTING. SEVENTY PLUS RESPONSES WERE RECEIVED.

89 PER CENT OF THE RESPONDENTS NOTED THAT THEY PRESENTLY USE DATA PROCESSING IN PERSONNEL. 77 PERCENT GAUGED EDPS WORTH AS -VERY USEFUL-. ACCORDING TO THE RESPONDENTS EDP IS NOW MOST USED FOR THE FOLLOWING FUNC-' TIONS--WAGE AND SALARY, RECORDS, AND FRINGE BENEFITS. FOR FUTURE USE, EMPHASIS WILL BE ON SKILLS INVENTORY. MANPOWER PLANNING, PROMOTION, AND MANAGEMENT DEVELOPMENT. 92 PER CENT EXPECT THE USE OF DATA PROCESSING IN PERSONNEL WORK TO INCREASE IN THE FUTURE. 92 PER CENT EXPECT THE PERSONNEL MAN OF THE FUTURE TO NEED A GENERAL KNOWLEDGE OF DATA PROCESSING. THE USE OF EDP MUST BE DOLLAR JUSTIFIED.

C366 WINEGAR, J. W.
PERSONNEL DEVELOPMENT THROUGH VERT.'
PERSONNEL JOURNAL, VOL. 45, NO. 6, JUNE, 1966, 7 PAGES
TRAINING

TRAINING PROGRAMS FOR EXECUTIVE DEVOLOPMENT ARE TOO OFTEN BASED ON -TRAINING FOR TRAININGS SAKE-. A TRAINING SYSTEM NOW IN THE TRIAL STAGE WILL, IT IS BELIEVED, RESULT IN THE DISCOVERY OF HIDDEN TALENTS, THE ACCELERATION OF PERSONNEL DEVELOPMENT, AND THE PREPARATION OF TALENTED PEOPLE FOR PROMOTION. THE SUCCESS OF VERT -VITAL EX-' PERIENCES ROUTE TECHNIQUE- MAY PROVE IT TO BE A MEANING-' FUL TOOL FOR THE BENEFIT OF MANAGEMENT AND EMPLOYEE ALIKE. THE PURPOSE OF VERT IS TO PREPARE PEOPLE TO DO A BETTER JOB ON PRESENT ASSIGNMENTS AND TO PROVIDE FOR A SUPPLY OF QUALIFIED PROMOTIONAL TALENT WITHIN THE ORGAINZATION.

TO FOSTER A COMMON UNDERSTANDING OF THE CONCEPT EACH OF THE COMPONENTS IS EXAMINED IN DETAIL IN THE ARTICLE. THE OBJECTIVES ARE SPECIFICALLY DISCUSSED. THE ELEMENTS OF VERT ARE STUDIED. THE VALUE OF THE TECHNIQUE MUST LIE IN ITS RESULTS--HENCE A DEFINITIVE SET OF EVALUATIVE STANDARDS HAS BEEN DETERMINED AND IS DISCUSSED. EXHIBITS.

C367 JANES, HAROLD D.
MAINSPRINGS OF MOTIVATION IN UNSKILLED WORK GROUPS
PERSONNEL JOURNAL, VOL. 45, NO. 6, JUNE, 1966, 9 PAGES

THE UNSKILLED WORKER, FOR THE MOST PART, APPEARS TO HAVE ADJUSTED TO HIS ROUTINE, WEARISOME, SURFACE ATTENTION JOB. IT IS CONCLUDED FROM THE WORKERS COMMENTS, AS WELL AS SUPERVISORS COMMENTS, THAT THIS WORK GROUP DERIVES LITTLE IF ANY REAL SATISFACTION FROM THEIR JOBS PER SE.

A SUMMARY OF SUGGESTED MOTIVATORS FOR UNSKILLED WORK GROUPS IS AS FOLLOWS--TREAT A MAN AS IF HE WERE WHAT HE COULD AND SHOULD BE, EXPLAIN THE JOB, EXPLAIN WHY THE JOB MUST BE ACCOMPLISHED ON TIME, GIVE SOME TYPE OF RECOGNITION FOR SUPERIOR WORK AND GIVE CREDIT WHEN YOU HAVE ACCOMPLISHED SOMETHING WITH THE AID OF OTHERS, ALLOW REASONABLE STATUS SYMBOLS, PROVIDE OR MAKE CERTAIN THE EMPLOYEE HAS THE OPPORTUNITY TO PARTICIPATE IN TRAINING AND/OR RETRAINING PROGRAMS,EMPHASIZE THE IMPORTANCE OF THE JOB, AND TRAIN SUPERVISORS TO RECOGNIZE, UNDERSTAND, AND DEAL WITH ATTITUDES OF THEIR EMPLOYEES.

C368 PODNOS, IRA
RECRUITING--THE FORGOTTEN FUNDAMENTALS.'
PERSONNEL JOURNAL, VOL. 45, NO. 7. JULY-AUGUST, 1966, 2P.
SELECTION

THE AUTHOR, A PROFESSIONAL TRAINING EXPERT, ASSISTANT DIRECTOR OF TRAINING, CITY OF CHICAGO, ILLINOIS, IS CRITI-' CAL OF TODAYS RECRUITMENT PROCEDURES, HIS COMMENTS ON THE LAXITY OF RECRUITERS AND HIS RECOMMENDATIONS FOR IMPROVEMENT MAY BE HELPFUL.

-THE RESPONSIBILITY OF THE RECRUITER IS GREAT. IT IS HE WHO DETERMINES, IN LARGE PART, THE FUTURE STATUS AND GROWTH OF THE ORGANIZATION BY HIS INITIAL SELECTION OF PERSONNEL.-

AN INTERVIEWER MUST MAKE EVERY ATTEMPT TO QUALI-' TATIVELY AND QUANTITATIVELY ASSESS THE POSITION FOR WHICH HE IS RECRUITING PRIOR TO THE ACTUAL SEARCH. THE INTERVIEWER SHOULD THOROUGHLY EXPLORE ALL ASPECTS OF THE AVAILABLE

POSITION.
THE PERSONNEL RECRUITER SHOULD MAKE EVERY EFFORT TO AVOID DOING HIS JOB IN A ROUTINE WAY. BETTER METHODS AND TECHNIQUES MUST ALWAYS BE FOUND.

0369 KELLEY, THOMAS C., JR.
THE MARKETING-ACCOUNTING PARTNERSHIP IN BUSINESS.'
JOURNAL OF MARKETING, VOL. 30, NO. 3, JULY, 1966, 3 PAGES
TEAMWORK COMPUTERIZATION INFORMATION-SYSTEM
THE COMPLEXITY OF MODERN BUSINESS, COUPLED WITH IN-' CREASING SEVERITY OF COMPETITION, HAS MADE IT NECESSARY FOR MANAGEMENT TO ADD THE NEW TOOL, THE COMPUTER, TO ASSIST IN THE NEVER-ENDING BATTLE FOR INCREASED SALES AND PROFITS. THE COMPUTER AGE HAS BROUGHT WITH IT THE NEED FOR INCREASED TEAMWORK ON THE PART OF ALL SEGMENTS OF THE BUSINESS ENTER-' PRISE. THIS IS WHY THE AUTHOR OF THIS ARTICLE ARGUES FOR CLOSE RELATIONSHIPS BETWEEN THE MARKETING AND ACCOUNTING FUNCTIONS.
AN ADEQUATE MARKETING-INFORMATION SYSTEM REQUIRES MORE FLEXIBLE INTERNAL ACCOUNTING SYSTEMS THAN EVER BEFORE. THIS ENABLES MARKETING MANAGEMENT TO UTILIZE EXTERNAL MARKETING INTELLIGENCE MORE ADEQUATELY THAN IN THE PAST. TIME IS OF THE ESSENCE TODAY. MANAGEMENT MUST BE INFORMED PROMPTLY REGARDING THINGS THAT HAVE TRANSPIRED.
SOME -TYPICAL- MARKETING MANAGERS REQUIREMENTS OF HIS ASSOCIATES IN THE ACCOUNTING DEPARTMENT ARE DISCUSSED.

0370 LAWRENCE, JR. CHARLES B.
COMPUTER EXPERIENCE AT THE CENSUS.'
DATAMATION VOL. 12, 7. JULY, 1966. 8P.
RETRIEVAL, DOCUMENT, DATA-PROCESSING
THE CENSUS TRADITION OF INNOVATION AND CONTINUOUS IM-' PROVEMENT IN DATA-PROCESSING TECHNIQUES AND EQUIPMENT HAS BEEN INTERNATIONALLY RECOGNIZED. WHILE EXPANDING ITS COM-' PUTER APPLICATIONS AND SCANNING CAPACITIES FOR THE PREPARA-' TION OF INPUTS TO THE COMPUTERS, IT ALSO CONTINUES TO USE AND IMPROVE, WHERE ECONOMICAL, VARIOUS KINDS OF MECHANICAL EQUIPMENT.
THE CENSUS, IN CLOSE COORDINATION WITH THE NATIONAL BUREAU OF STANDARDS, HAS PRODUCED MANY SPECIAL AND GENERAL PURPOSE DEVICES DESIGNED TO IMPROVE DATA-PROCESSING QUALITY AND PRODUCTIVITY WHILE ALSO REDUCING UNIT COSTS. AMONG THE MORE RECENT ARE FOSDIC -FILM OPTICAL SENSING DEVICE FOR INPUT TO COMPUTERS-, MAP AREA COMPUTER, SYSTEMS TO AUTOMATE MICROFILMING INCLUDING AUTOMATIC PAGE TURNERS FOR WIDELY VARYING DOCUMENT FORMATS AND SIZES, INFORMATION AND RE-' TRIEVAL SYSTEMS, CONTINUOUS FORM COPYING MACHINE, AND OTHERS.

0371 NEVILLE, HAIG G.
INSURANCE FOR DATA PROCESSING.'
DATAMATION VOL. 12, 7. JULY, 1966. 3P.

THE AUTHOR HERE SUMMARIZES THE KINDS OF POSSIBLE DAM-AGE TO COMPUTER SYSTEMS AND EXAMINES WHAT CAN BE DONE TO MINIMIZE AND TRANSFER THE CONSEQUENCES. IN ADDITION, THE AREA OF LIABILITY ARISING OUT OF ERRORS AND OMISSIONS IN THE PROCESSING OF DATA FOR OTHERS ON A SHARED TIME OR SERVICE BUREAU BASIS IS DISCUSSED.
IN CONTRAST TO THE CONVENTIONAL FORMS OF INSURANCE SUCH AS FIRE, THE COVERAGE AFFORDED UNDER THE MEDIA AND RECORD SECTION OF THE SPECIFICALLY DESIGNED DATA-PROCESSING POLICY AFFORDS COVERAGE ON AN -ALL RISK- BASIS TO -ACTIVE DATA--' PROCESSING MEDIA.- THE COVERAGE INCLUDES AGREEMENT TO RE-' PLACE THE DAMAGED MEDIA WITH OTHER MEDIA OF LIKE KIND AND QUALITY. THUS A CONDITION OF THE POLICY IS THAT THE INSURED KEEP A DUPLICATE COPY OF EACH MASTER PROGRAM AND INSTRUCTION TAPE IN A FIREPROOF VAULT AT A REMOTE PLACE RATED AS A SEP-' ARATE FIRE RISK. MOST FIRMS ALSO CARRY -ALL RISK- BUSINESS INTERRUPTION INSURANCE TO PROVIDE FOR LOSS OF INCOME.

0372 VORHAUS, ALFRED H.
GENERAL PURPOSE DISPLAY SYSTEM.'
DATAMATION VOL. 12, 7. JULY, 1966 5P.

AT SYSTEM DEVELOPMENT CORPORATIONS - SDC- RESEARCH AND TECHNOLOGY DIVISION, THE DATA BASE SYSTEMS STAFF IN THIS DIVISION IS CONDUCTIONG RESEARCH AND OPERATING AN EXPERI-' MENTAL PROGRAM TO CREATE A DISPLAY SYSTEM THAT WILL PROVIDE THE KIND OF FLEXIBLE, ON-LINE, INTERACTIVE OPERATION NECES-' SARY FOR A SIGNIFICANT USER- COMPUTER DIALOGUE.
CALLED GENERAL PURPOSE DISPLAY SYSTEM -GPDS-, IT USES THE TECHNIQUE OF ON-LINE PROCESS BUILDING WHICH IS A METHOD FOR CONSTRUCTING DISPLAY FORMATS BY A QUESTION-AND-ANSWER DIALOGUE BETWEEN THE COMPUTER AND USER. THE COMPUTER PRE-' SENTS A MESSAGE TO THE USER WHO RESPONDS BY TYPING AN ANS-' WER ON A KEYBOARD DEVICE OR SELECTING A RESPONSE FROM MULT-' IPLE CHOICES WITH THE USE OF A LIGHT-PEN ON A CATHODE RAY TUBE. THE COMPUTER INTERPRETS THE USERS RESPONSE AND THE PROCESS CONTINUES UNTIL THE USER HAS FINISHED WHAT HE WANTED TO BUILD- TABLE, GRAPH, MAP. GDPS FREES THE USER FROM A SINGLE FORMAT PREPARED BY A PROGRAMMING SPECIALIST.

0373 KELLER, I. WAYNE
DEVELOPING BETTER PROFITABILITY MEASURES.'
THE CONFERENCE BOARD RECORD VOL. 3, 8. AUGUST, 1966. 7P.
MEASUREMENT, STATISTICS
MARKETING MANAGEMENT GAUGES THE RELATIVE PERFORMANCE OF COMPANY UNITS AND PRODUCTS BY THEIR CONTRIBUTION TO PROFIT. ALTHOUGH THERE ARE NUMEROUS POSSIBILITIES FOR MEASURING PROFITABILITY, THE MEASUREMENTS MADE BY ACCOUNTING ARE NOT ALWAYS VALID FOR MARKETING DECISION-MAKING.
TO BE OF MAXIMUM VALUE, PROFITABILITY MEASURES MUST BE RELATED TO THE RESPONSIBILITY AREA BEING MEASURED. THEY MUST MEASURE PROFITS BELOW THE CORPORATE LEVEL, WITH PRICES, COSTS, AND CAPITAL REFLECTED FOR EACH RESPONSIBILITY AREA AND PRODUCT LINE IN ACCORDANCE WITH THE REALITIES OF BUS-' INESS. THEY ARE VALID ONLY WHEN USED TO MEASURE COMPARABLE DATA AND OPERATIONS. THEY CAN BE DEVELOPED TO EVALUATE MAN-' AGEMENT DECISIONS, USING ONLY THE FACTORS AFFECTED BY THE DECISION. IF BETTER PROFITABILITY MEASURES ARE NEEDED, IT IS THE CONTROLLERS RESPONSIBILITY TO DEVELOP THEM. BUT THE MARKETING MANAGER HAS THE RESPONSIBILITY OF MOTIVATING THE CONTROLLER TO ACT.

0374 ANONYMOUS
REDESIGNED RECEPTION AREA IS COMFORTABLE, QUIET, EFFICIENT.'
PURCHASING VOL. 61, 5. SEPTEMBER 8, 1966. 2P.
OFFICE-SPACE
THE RECENTLY REMODELED PURCHASING LOBBY AT BARBER COL-' MANS ROCKFORD, ILLINOIS, HEADQUARTERS IS MORE THAN JUST A PLACE FOR SALESMEN TO HANG THEIR HATS.
AMONG THE MANY FEATURES OF THE HANDSOMELY DESINGED AREA ARE FOUR ADJACENT CONFERENCE ROOMS, EACH ROOM DECORATED IN A DIFFERENT COLOR, ALSO THERE IS AN ATTRACTIVE SERIES OF FIVE WALL DISPLAY UNITS SHOWING THE COMPANYS DIVERSIFIED PRODUCT LINES IN TEXTLLE MACHINERY, MACHINE TOOLS, AIRCRAFT CONTROLS AND OTHER FIELDS. THE WALL DISPLAYS SERVE A DUAL PURPOSE- THEY GIVE SUPPLIERS A CHANCE TO BID ON ITEMS THEY MIGHT NOT HAVE KNOWN BARBER COLMAN USES AND ALSO GIVE THE COMPANY POTENTIAL NEW SUPPLY SOURCES. THE PURCHASING LOBBY ALSO FEATURES A RAISED COUNTER FOR RECEPTIONIST AND THE PURCHASING OFFICES ARE IMMEDIATELY ADJACENT TO THE LOBBY. AN ATTRACTIVE PLANTER AND CONTEMPORARY FURNITURE CONTRIBUTE TO PLEASANT, INFORMAL ATMOSPHERE APPRECIATED BY VISITING SUP-' PLIERS.

0375 HERRMANN, CYRIL C.
SYSTEMS APPROACH TO CITY PLANNING.'
HARVARD BUSINESS REVIEW, SEPT.-OCT. 1966. PAGES 71-80.

THIS ARTICLE EXPLAINS HOW SAN FRANCISCOS COMMUNITY RENEWAL PROGRAM STRESSES THE ROLE OF PRIVATE ENTERPRISE, APPLIES CONCEPTS IN BUSINESS, AND USES PRINCIPLES THAT ARE APPLICABLE TO RENEWAL IN MANY OTHER U.S. CITIES.
SOME OF THE QUESTIONS DISCUSSED IN THIS ARTICLE ARE HOW THE PROGRAM IS ORGANIZED, WHAT ITS KEY ELEMENTS AND APPROACH ARE, WHAT KINDS OF PLANS HAVE BEEN CONCEIVED, WHAT SPECIAL PROBLEMS HAVE BEEN SOLVED AND WITH WHAT TOOLS AND REMEDIAL PROGRAMS.
AN EXHIBIT SHOWS THE STEPS IN PROBLEM ANALYSIS THAT ARE UTILIZED BY THE CRP. A SECOND EXHIBIT DEPICTS PUBLIC TOOLS AND PROGRAMS INFLUENCING HOUSING AND THE LIVING ENVIRONMENT.

0376 ANONYMOUS
EVERYBODYS DATA-PROCESSING DEPARTMENT.'
BUSINESS AUTOMATION VOL. 13, 9. SEPTEMBER, 1966. 6P.

BUSINESS AUTOMATION LOOKS AT THE BURGEONING SERVICE BUREAU INDUSTRY AND ITS ROLE IN THE DATA-PROCESSING COMMUN-' ITY. TODAY THE MODERN DATA-PROCESSING SERVICE BUREAU NOT ONLY OFFERS ITS USERS DIRECT ACCESS FROM THEIR OWN OFFICES, THROUGH VARIOUS COMMUNICATIONS MEDIA, TO LARGE-SCALE COM-' PUTER CAPABILITY, IT ALSO PROVIDES TECHNICAL LIBRARIES AND PRIVATE OFFICES FOR THOSE WHO PREFER TO DO THE JOB THEM-' SELVES.
THE PRIMARY REASON FOR USING A BUREAU IS ECONOMICS. AS LONG AS THE COST OF MAINTAINING AN IN-HOUSE INSTALLATION IS ECONOMICALLY INFEASIBLE FOR A COMPANY, THE BUREAU OFFERS THE BEST ALTERNATIVE. OTHER REASONS ARE A NEED FOR QUALIFIED PERSONNEL AND ABSENCE OF THE OBSOLESCENCE FACTOR IN NOT OWNING EQUIPMENT. PROGRAMMING OF CUSTOMER JOBS IS ONE OF THE BIGGEST EXPENSES OF THE BUREAU. THIS HAS GIVEN RISE TO A NEW TYPE OF SERVICE BUREAU OPERATION- THE DEDICATED BUREAU WHICH SPECIALIZES IN SERVING ONE PARTICULAR KIND OF BUSINESS.

0377 SILBERMAN, CHARLES E.
TECHNOLOGY IS KNOCKING AT THE SCHOOLHOUSE DOOR.'
FORTUNE, VOL. 74, NO. 3, AUGUST, 1966, 10 PAGES
TRAINING, EDUCATION
-IT IS EASIER TO PUT A MAN ON THE MOON,- SAYS ONE PROMINENT AM. EDUCATOR, -THAN TO REFORM THE PUBLIC SCHOOLS.- YET REFORM IS ON THE WAY, IN LARGE PART BECAUSE BUSINESSMEN SEE A LARGE POTENTIAL FOR PROFIT IN THE APPLICATION OF ELECTRONIC TECHNOLOGY EDUCATION AND TRAINING. WITH THE FEDERAL GOVT. AS MATCHMAKER, A MARRIAGE OF INDUSTRY AND EDUCATION IS TAKING PLACE, AND NEITHER IS LIKELY TO BE THE SAME AGAIN. IN THE COMING REVOLUTION THE COMPUTERS ROLE COULD BE AS DRAMATIC AS THAT PLAYED BY THE BOOK AFTER THE INVENTION OF THE PRINTING PRESS. BOTH THE EDUCATORS AND THE COMPUTER TECHNOLOGISTS STILL FACE ENORMOUS THEORETICAL AND TECHNICAL HURDLES. FOR ONE THING, EDUCATORS HAVE YET TO DEVISE A THEORY OF INSTRUCTION THAT COMPUTER SPECIALISTS CAN USE IN PROGRAMING AND CONSTRUCTING TEACHING MACHINES. BUT TECHNOLOGYS INFLUENCE IS BEING FELT EVEN HERE. THE PROCESSES OF LEARNING AND TEACHING HAVE BECOME SUBJECTS OF SYSTEMATIC STUDY. THE CONSEQUENCES COULD BE ENORMOUS.

0378 MCLEAN, HERBERT E.
NEXT IN AUTOMATED PROCUREMENT- VISUAL DATA-PROCESSING.'
PURCHASING VOL. 61, 6. SEPTEMBER 22, 1966. 3P.
DATA-PROCESSING, OPTICAL-SCANNER
SOMEDAY SOON AT CONTROL DATA CORPORATION BUYERS WILL BE ABLE TO MAKE BUYING DECISIONS AND ISSUE ORDERS WITHOUT EVEN TOUCHING A PIECE OF PAPER- WITH FULLY COMPUTERIZED SIGHT--' TRANSMISSION SYSTEMS. CDC EXPECTS TO ACTIVATE AN AUTOMATED MATERIAL MANAGEMENT LOOP TO DO A NUMBER OF IMPORTANT THINGS.
FIRST, IT WILL ALLOW THE CLERK TO ENTER PURCHASE ORDER DATA DIRECTLY, AND VISUALLY, ON A CDC 210 VISUAL DISPLAY SCREEN FOR ENTRY INTO THE COMPUTER FOR AUTOMATIC PROCESSING. IT WILL ALLOW HER TO ENTER CHANGE-ORDERS, QUOTATIONS, AND MISCELLANEOUS UPDATED INFORMATION USING THE SAME METHOD. THE SYSTEM WILL AUTOMATICALLY PRODUCE HARDCOPY PURCHASE ORDERS. FINALLY, IT WILL GIVE BUYERS, EXPEDITERS, AND PUR-' CHASING MANAGEMENT INSTANT ACCESS TO PURCHASE ORDER STATUS, THE BUY HISTORY OF A PARTICULAR ITEM, OR OTHER RANDOM CALL-OUT DATA. AT CDC, THE VISUAL DISPLAYS WILL REINFORCE THE SWITCH FROM MASS-TYPE REPORTS TO MULTI-PURPOSE EXCEPTION REPORTING, FOLLOWING THE ON-LINE REAL-TIME PROCESSING TREND.

0379 RAIA, ANTHONY P.
A SECOND LOOK AT MANAGEMENT GOALS AND CONTROLS.'

CALIFORNIA MANAGEMENT REVIEW, SUMMER, 1966, VOL. 8, NO. 4, PAGES 49-58.

THE USE OF GOALS FOR SELF CONTROL SET BY MUTUAL AGREEMENT BETWEEN SUPERIORS AND SUBORDINATES IS NOT A NEW MANAGEMENT TECHNIQUE. THE PUREX CORPORATION HAS APPLIED THIS TECHNIQUE AND THE PRELIMINARY FINDINGS OF A SECOND STUDY OF THEIR PROGRAM ARE REPORTED HERE.

THE ARTICLE GIVES THE PURPOSE AND METHODS OF SUCH A PROGRAM, FOLLOWED BY ITS MAJOR FINDINGS AND PROBLEM AREAS.

ALTHOUGH MANY PROBLEMS STILL DO EXIST, THE PROGRAM HAS BEEN SUCCESSFUL IN INCREASING LEVEL OF GOALS, IMPROVING INDIVIDUAL PLANT PERFORMANCE, IN TERMS OF PRODUCTIVITY, IMPROVING OVERALL ATTITUDES OF PARTICIPANTS, AND IMPROVING COMMUNICATIONS AND MUTUAL UNDERSTANDING BETWEEN THE PLANTS AND COMPANY HEADQUARTERS.

GRAPHS AND TABLES ARE USED TO ILLUSTRATE THE FINDINGS OF THE STUDY.

0380 CASSEL, FRANK H.
MANAGEMENT INCENTIVE COMPENSATION.'
CALIFORNIA MANAGEMENT REVIEW, SUMMER, 1966. VOL. 8, NO. 4, PAGES 11-20.
PLANS, EVALUATES

THE AUTHOR STATES THAT IF INCENTIVE COMPENSATION IS TO BE MEANINGFUL, A PROCEDURE CENTERED AROUND MUTUAL DISCUSSION OF OBJECTIVES AND THE ESTABLISHMENT OF GOALS MUST BE INSTITUTED, AND FEEDBACK MUST TAKE PLACE AT REGULAR INTERVALS. HE CLAIMS THAT INCENTIVE BONUS SYSTEMS HAVE CHANGED FROM FLEXIBILITY TO BUREAUCRATIC RIGIDITY AND THAT REVERSING THIS TREND WOULD ENCOURANE MUCH-NEEDED ENTERPRENEURIAL MANAGEMENT.

IN THIS ARTICLE, THE AUTHOR EVALUATES SOME OF THE PRESENT BONUS PLANS AND GIVES HIS SUGGESTIONS FOR IMPROVING THEM. AN EXCELLANT REFERENCE SECTION CONCLUDES THE WORK.

0381 CIRTIN, ARNOLD
VALUE ANALYSIS, A NEW TOOL FOR COST CONTROL.'
JOURNAL OF ACCOUNTANCY VOL. 122 NO.4 OCTOBER, 1966. 5 PAGES

THIS ARTICLE DEALS WITH VALUE ANALYSIS, A RELATIVELY NEW TECHNIQUE FOR HELPING MANAGEMENT CONTROL COSTS. IT IS DEFINED AS AN ORGANIZED CREATIVE APPROACH TO IDENTIFY UNNECESSARY COSTS IN A PRODUCT. THE THREE BASIC STEPS IN VALUE ANALYSIS ARE AS FOLLOWS- 1. IDENTIFY THE FUNCTION, 2. EVALUATE THE FUNCTION BY COMPARISON, 3. DEVELOP VALUE ALTERNATIVES. BY EXAMINING EACH FUNCTION OF A PRODUCT IN THIS WAY UNNECESSARY COSTS WILL BE IDENTIFIED, ALTERNATIVE METHODS WILL BE DISCOVERED WHICH WILL ACCOMPLISH THE FUNCTION, AND THE COST OF ALTERNATIVES WILL BE AVAILABLE FOR COMPARISON.

0382 MUERS, ROBERT J.
STATUS OF THE SOCIAL SECURITY PROGRAM IN THE MID-SIXTIES
THE JOURNAL OF THE AMERICAN SOCIETY OF CHARTERED LIFE UND-' ERWRITERS VOL. 20, A. FALL, 1966. 10P.

THIS ARTICLE DEALS WITH THE DEVELOPMENT OF THE SOCIAL SECURITY PROGRAM OVER THE YEARS BY CONSIDERING ITS VERY SIZABLE OPERATION TODAY. AT THE SAME TIME, ANALYSIS IS PRESENTED WHICH SHOWS THAT NOT ALL OF THE APPARENT GROWTH IN THE TAX BURDEN INVOLVED AND THE BENEFIT LEVEL IS -REAL,- BECAUSE OF BOTH THE ANTICIPATED DEVELOPMENT WHEN THE PRO-' GRAM BEGAN AND THE CHANGED VALUE OF MONEY OVER THE 30-YEAR PERIODS. THE AUTHOR THEN GOES ON TO POINT OUT POSSIBLE AREAS OF CHANGE IN THE PROGRAM, DISTINGUISHING BETWEEN THOSE WHICH WOULD MERELY KEEP THE SYSTEM UP-TO-DATE WITH CHANGES IN THE ECONOMY AND THOSE WHICH WOULD BE -REAL- LIBERALIZATIONS. THE VARIOUS POSSIBLE CHANGES DESCRIBED ARE PRESENTED NOT AS RECOMMENDATIONS OF THE AUTHOR, BUT RATHER MERELY AS A FACT-' UAL SUMMARIZATION OF THE RANGE OF VIEWS OF KNOWLEDGEABLE STUDENTS OF THE SUBJECT.

0383 GIBSON, R. OLIVER
ABSENCE BAHAVIOR OF PERSONNEL IN ORGANIZATIONS
ADMINISTRATIVE SCIENCE QUARTERLY, JUNE, 1966, PAGES 107-133.

THIS PAPER PROPOSES A CONCEPTUALIZATION BASED UPON CONCEPTS OF THE NEED-ORIENTED INDIVIDUAL AND THE GOAL--' ORIENTED ORGANIZATION LINKED TOGETHER BY CONTRACT TO EXPLAIN THE CONFLICTING FINDINGS ON ABSENCES OF PERSONNEL.

FINDINGS FROM A NUMBER OF STUDIES OF ABSENCE BEHAVIOR ARE EXPLAINED BY HYPOTHESES THAT MAY BE DERIVED FROM THE FORMULATION. THE CONCEPTUALIZATION IS THEN STATED IN FORMAL TERMS AND SELECTED ADDITIONAL PROPOSITIONS ARE FORMULATED.

NUMEROUS CHARTS ARE INCLUDED.

0384 BORENSTINE, ALVIN J.
OVER 1000 SYSTEMS MEN EVALUATE COBAL.'
DATA PROCESSING, AUGUST, 1966. PAGES 24-30.
PROGRAMMING

THIS ARTICLE RELATES THE RESULTS OF AN OPINION SURVEY CONDUCTED TO SAMPLE THE MERITS AND DEMERITS OF COBAL.

THE LIMITATIONS OF THE SURVEY AND THE QUESTIONNAIRE USED ARE GIVEN BY THE AUTHOR. HE FOLLOWS THIS BY GIVING THE 22 QUESTIONS AND THEIR RUSULTS. A RANDOM SAMPLING OF SPECIFIC COMMENTS BY THE SYSTEMS MEN IS ALSO INCLUDED.

THE MOST IMPORTANT RESULT IS PROBABLY THAT OVER 60 PERCENT OF SYSTEMS MEN FEEL THAT AN IMPROVED COBAL IS THE ANSWER TO THE PROBLEM OF PROGRAMMING LANGUAGES.

A LETTER FROM A MANUFACTURER IS INCLUDED WHICH ADDS SOME BALANCE TO THE NEGATIVE OPINIONS OF COBAL DEVELOPED IN THE SURVEY, ALTHOUGH IT DOES TEND TO PLACE EXCESSIVE BLAME ON SPECIFIC COMPILERS OR IMPLEMENTERS.

0385 BOWLES, WARREN J.
THE MANAGEMENT OF MOTIVATION, A COMPANY-WIDE PROGRAM.'
PERSONNEL, VOL. 43, NO. 4, JULY-AUGUST, 1966, 11 PAGES

AT TEXAS INSTRUMENTS, A COMPREHENSIVE MOTIVATIONAL PROGRAM IS BASED ON BEHAVIORIAL-SCIENCE FINDINGS ABOUT JOB-RELATED FACTORS THAT PRODUCE DISSATISFACTION AND THOSE THAT POSITIVELY MOTIVATE WORKERS.

-MAINTENANCE- AND -MOTIVATION- NEEDS OF EMPLOYEES AT WORK AND THE MEANS TO SATISFY THESE NEEDS ARE DISCUSSED.

SIX TYPES OF MAINTENANCE NEEDS ARE COVERED, PHYSICAL, SOCIAL, STATUS, ORIENTATION, SECURITY, AND ECONOMIC. THE NEEDS THAT ARE OF GREATEST SIGNIFICANCE FOR INDIVIDUAL MOTIVATION ARE GROWTH, ACHIEVEMENT, RESPONSIBILITY, AND RECOGNITION.

-THE M-M THEORY HYPOTHESIZES TWO SEPARATE CONTINUA OF JOB-RELATED NEEDS, A MAINTENANCE CONTINUUM THAT RUNS FROM DISSATISFACTION TO -NOMINAL- MOTIVATION, AND MOTIVATION CONTINUUM THAT RUNS FROM DISSATISFACTION TO A LEVEL OF HIGH MOTIVATION.- MOTIVATION SEMINARS AND ATTITUDE MEASUREMENT ARE ALSO DISCUSSED.

0386 MILES, RAYMOND E. PORTER, LYMAN W.
LEADERSHIP TRAINING, BACK TO THE CLASSROOM.'
PERSONNEL, VOL. 43, NO. 4, JULY-AUGUST, 1966, 9 PAGES

IN RECENT YEARS, LEADERSHIP TRAINING HAS BEEN MOVING OUT OF THE CLASSROOM AND INTO THE LABORATORY, BUT CLASSROOM TECHNIQUES, IF MODIFIED CREATIVELY, CAN MATCH MANY OF THE ADVANTAGES OF SENSITIVITY TRAINING.

THE APPROACH DESCRIBED IN THIS ARTICLE AIMS AT AN EFFICIENT USE OF TIME AND MONEY WHILE RETAINING SOME OF THE STIMULATING INTROSPECTION ASSOCIATED WITH LENGTHIER AND MORE DYNAMIC METHODS. THIS APPROACH FOCUSES ON ATTITUDE AWARENESS AND CHANGE, BUT IN A CONVENTIONAL DISCUSSION-MEETING FORMAT RATHER THAN IN A LABORATORY. IT IS CENTERED AROUND THE COLLECTION AND FEEDBACK OF MANAGERS CURRENT ATTITUDES. THE PRESENTATION OF COM-' PARATIVE LEADERSHIP MODELS PROVIDES A CONCEPTUAL FRAME-' WORK AROUND WHICH THEY CAN ANALYZE THESE ATTITUDES, AND THE SUCCEEDING STEPS HELP THEM TO TRACE THE IMPLICATIONS OF THEIR VIEWS FOR SOME OF THE CONCRETE RESPONSIBILITIES IN THEIR DAY-TO-DAY JOBS.

0387 METZLER, JOHN H.
TESTING, UNDER LABOR CONTRACTS AND LAW.'
PERSONNEL, VOL. 43, NO. 4, JULY-AUGUST, 1966, 5 PAGES
TEST, EVALUATES

NO MATTER HOW EQUITABLY TESTS ARE DEVELOPED, ADMINIS-' TERED, AND EVALUATED, THEY CAN BE A TOUCHY SUBJECT AND MAY BE CHALLENGED BY INDIVIDUAL EMPLOYEES OR UNION REPRE-' SENTATIVES, BUT THERE ARE STEPS THAT MANAGEMENT CAN TAKE TO FORESTALL OR NEGATE SUCH CHALLENGES.

ASSUMING THAT THE COMPANYS TESTS HAVE BEEN RESEARCHED AND FOUND TO BE VALID, FAIR, NONDISCRIMINATORY, ADMINISTERED IN GOOD FAITH, AND PROPERLY EVALUATED, SPECIFIC PROVISIONS IN THE LABOR CONTRACT CAN BE THE BEST DEFENSE OF A TESTING PROGRAM.

THERE ARE OTHER AREAS DISCUSSED IN WHICH CONTRACT LANGUAGE MAY BE DESIRABLE, THE RIGHT OF A COMPANY TO TEST A MAN FOR AN ENTRY JOB INTO A JOB HIERARCHY ON THE BASIS OF HIS ABILITY TO MOVE UPWARD IN THAT JOB RANGE AND THE AREA CONCERNING RESTRICTIONS TO BE PLACED ON THE ARBITRATOR.

0388 LOCKWOOD, HOWARD C.
DEVELOPING FAIR EMPLOYMENT PROGRAMS - GUIDELINES
PERSONNEL, VOL. 43, NO. 4, JULY-AUGUST, 1966, 8 PAGES

REPRESENTATIVES OF BUSINESS, LABOR, GOVERNMENT, AND MINORITY ORGANIZATIONS IN CALIFORNIA HAVE FORMULATED A CODE OF EMPLOYMENT PRACTICES THAT EMPLOYERS THROUGHOUT THE COUNTRY SHOULD FIND USEFUL IN OBTAINING A GREATER NUMBER OF QUALIFIED JOB APPLICANTS FROM MINORITY GROUPS.

JOB REQUIREMENTS SHOULD BE STATED IN TERMS OF WHAT A PERSON MUST BE ABLE TO DO, EITHER IMMEDIATELY OR AFTER A PERIOD OF TRAINING, NOT WHAT HE IS. APPLICANTS SHOULD BE SCREENED ONLY ON FACTORS DIRECTLY RELATED TO JOB PERFOR-' MANCE.

A GOOD TESTING PROGRAM PROVIDES OBJECTIVE INFORMATION ON APPLICANTS ABILITIES AND INCREASES THE PROBABILITY THAT THOSE SELECTED WILL SUCCEED. TESTING PROGRAMS ARE DIS-' CUSSED; TYPES OF TESTS, TEST VALIDATION, CONSTRUCTION, TEST SCORE STANDARDS, ADMINISTERING THE PROGRAM, AND RELEVANT INFORMATION.

0389 JENSEN, JERRY J.
DEVELOPING FAIR EMPLOYMENT PROGRAMS
PERSONNEL, VOL. 43, NO. 4, JULY-AUGUST, 1966, 5 PAGES

HOWEVER EAGER THE SMALL COMPANY IS TO ATTRACT MEMBERS OF MINORITY GROUPS AS EMPLOYEES, IT FACES SPECIAL PROB-' LEMS THAT A LARGE ORGANIZATION DOES NOT, BUT THESE PROB-' LEMS ARE BY NO MEANS INSUPERABLE.

THE AUTHOR DISCUSSES ADVANCEMENT OPPORTUNITIES, UPGRADING EMPLOYEES, WRITTEN RECORDS, AND SOME STATISTI-' CAL YARDSTICKS WHICH SHOULD BE HELPFUL TO THE SMALL COMPANY IN MEASURING THE SUCCESS OF ITS HANDLING OF THE SPECIAL EFFORTS IT MUST MAKE IN MINORITY-GROUP HIRING.

0390 NATHAN, ERNEST D.
THE ART OF ASKING QUESTIONS.'
PERSONNEL, VOL. 43, NO. 4, JULY-AUGUST, 1966, 9 PAGES
INTERVIEWING, PERSONNEL, COMMUNICATION, INTERPERSONAL-RELATIONS

IT IS GENERALLY ACKNOWLEDGED THAT MANY INTERPERSONAL AND BUSINESS PROBLEMS STEM FROM FAULTY COMMUNICATION. ONE SOLUTION MAY LIE SIMPLY IN A BETTER UNDERSTANDING OF THE SUBLETIES OF QUESTIONS, AND A MORE SKILLFUL USE OF THEM.

-THE ART OF QUESTIONING, WHEN THE GOAL IS MUTUAL UNDERSTANDING, CONSISTS OF CREATING AND MAINTAINING A CLIMATE IN WHICH COMMUNICATION CAN THRIVE, IN ASKING THE RIGHT KINDS OF QUESTIONS IN THE RIGHT WAY, AND IN LISTEN-' ING PERCEPTIVELY TO THE RESPONCES RECEIVED. WHEN ALL

THREE TECHNIQUES ARE PRACTICED EFFECTIVELY, PROGRESS CAN BE MADE TOWARD CLOSING THE COMMUNICATION GAP.-
THE TECHNIQUES OF ASKING AND ANSWERING QUESTIONS ARE DISCUSSED.

0391 DAUW, DEAN C.
CREATIVITY IN ORGANIZATIONS.'
PERSONNEL JOURNAL, VOL. 45, NO. 8, SEPTEMBER, 1966, 9 PAGES

THE PURPOSE OF THIS ARTICLE IS THREEFOLD. FIRST TO REVIEW RECENT RESEARCH ABOUT AIDING INDIVIDUALS THROUGH DELIBERATE TRAINING PROGRAMS AND PERSONNEL POLICIES TO FUNCTION MORE CREATIVELY. SECOND, TO DISCUSS THE EFFECTIVENESS OF SEMINARS TO HELP BUSINESSMEN LIBERATE THEIR CREATIVITY. THIRD, TO ANALYZE THE PSYCHOMETRIC SCIENCE AND ART IN PREDICTING AT LEAST TWO KINDS OF CREATIVITY IN BUSINESS.

0392 DOUGLAS, THOMAS W.
THE JOB EVALUATOR AND THE ORGANIZATION.'
PERSONNEL JOURNAL, VOL. 45, NO. 8, SEPTEMBER, 1966, 4 PAGES

HERE DISCUSSED ARE THE RELATIONSHIPS OF THE JOB EVALUATOR WITH TOP MANAGEMENT, WITH THOSE WHOSE POSI-' TIONS ARE EVALUATED, AND WITH THE UNIONS. THE FOCUS IS ON PROBLEMS ARISING FROM HUMAN RELATIONSHIPS RATHER THAN THOSE OF A TECHNICAL NATURE. THE JOB EVALUATOR SHOULD RECOGNIZE THAT IN HIS OPERATIONAL-MANAGERIAL FUNCTIONS LIE A FORMIDABLE CHALLENGE AND A GREAT OPPORTUNITY.

0393 BROWN, ROBERT L.
IMPERATIVES FOR JOB SUCCESS.'
PERSONNEL JOURNAL, VOL. 45, NO. 8, SEPTEMBER, 1966, 6 PAGES
SUPERVISORS, EVALUATING
WE ARE CONTINUALLY EVALUATING SUCCESS ON THE JOB, OUR OWN AS COMPARED WITH ANOTHERS, OUR SUPERVISORS SUCCESS, OUR SUBORDINATES SUCCESS. THE ACCURACY OF SUCH JUDGMENTS IS QUESTIONABLE. THE AUTHOR SUGGESTS FIVE -IMPERATIVES- FOR JOB SUCCESS, FIVE -THINGS TO DO- WHICH MAY GO A LONG WAY TOWARD ACHIEVING SUCCESS ON THE JOB. MAKE CERTAIN THAT YOUR JOB IS WITHIN YOUR RANGE OF CAPACITIES AND MOTIVATIONS. OBTAIN A WRITTEN DESCRIPTION OF THE OB-' JECTIVES, DUTIES AND RESPONSIBILITIES OF YOUR JOB. IN CONJUNCTION WITH YOUR SUPERIOR, DETERMINE WHAT ACTI-' VITIES ARE MOST IMPORTANT IN ACHIEVING YOUR JOB OBJECTIVES AND CONCENTRATE YOUR TIME AND ENERGIES TOWARD THESE ACTIVITIES. STUDY YOUR JOB WITH REFERENCE TO THE OBJECTIVE INDICATIONS THAT YOU ARE FULFILLING YOUR DUTIES AND PRO-GRESSING TOWARD THE TOTAL JOB OBJECTIVES. KEEP A RECORD OF YOUR EMPLOYMENT, TOGETHER WITH INDICATORS OF THE PRO-' GRESS YOU HAVE DEMONSTRATED.

0394 TORPEY, WILLIAM G.
SHORTAGES OF COUNSELING PERSONNEL
PERSONNEL JOURNAL, VOL. 45, NO. 8, SEPTEMBER, 1966, 5 PAGES

CAREER DECISIONS BY YOUNG PEOPLE WHO POSSESS THE QUALIFICATIONS AND ABILITY TO FILL THE NEEDS OF INDUSTRY AND GOVERNMENT FOR SCIENTISTS, ENGINEERS AND TECHNICIANS DEPEND ON THE ADVICE THEY ARE GIVEN BY QUALIFIED COUNSEL BOTH ACADEMIC AND NONACADEMIC. THE SERIOUS SHORTAGE OF QUALIFIED COUNSELORS THREATENS THE FUTURE OF SCIENTIFIC AND TECHNICAL DEVELOPMENT.
TABLES.

0395
NEW BINDING TECHNIQUE SAVES SPACE, TIME, AND MONEY.'
JOURNAL OF DATA MANAGEMENT VOL. 4 NO. 7 JULY 1966 4 PAGES
RETRIEVAL, PLANAX, BOOKBINDING
VIRTUALLY EVERYONE IS FAMILIAR WITH THE PAPERWORK EXPLOSION IN NEARLY ALL FIELDS. EFFORTS TO ALLEVIATE IT HAVE BEEN DISCUSSED AT LENGTH AND VARIOUS AUTOMATED SYS-' TEMS INTRODUCED. BUT THE FACT REMAINS THAT MOST INFOR-' MATION RETRIEVAL TODAY REQUIRES SOMEONE TO HAUL OUT A BATCH OF PRINTED PAPER, PREFERABLY BOUND BY A LIGHT-WEIGHT, FLEX-' IBLE, COMPACT MEANS.
MONSANTO CORPORATION HAS IMPLEMENTED AN INEXPENSIVE BINDING SYSTEM CALLED THE PLANAX PROCESS. THE SAVINGS REALIZED THUS FAR AMOUNTS FROM THREE TO SIX DOLLARS PER BOUND VOLUME. THE REPORTS OPEN ABSOLUTELY FLAT, ENABLING EASY PAGE REPRODUCTION. MONSANTO HAS FOUND THERE BINDINGS TO BE EXTREMELY DURABLE AS WELL.

0396 PEFFERS, J. E.
STANDARDS OF PRESENTATION.'
JOURNAL OF DATA MANAGEMENT VOL. 4 NO.7 JULY 1966 6 PAGES
REPORTS
THE PURPOSE OF THIS ARTICLE IS TO PRESENT AREAS OF CONCERN TO MANAGEMENT IN ANY FEASIBILITY STUDY. FIRST, THE STUDY MUST BE DONE BY THE COMPANY OR COMPANY-ORIENTED PERSONNEL. AREAS TO BE COVERED IN THE STUDY ARE PROCEDURES AND OPERATIONS TO BE COMPUTERIZED, PHYSICAL CAPABILITY OF THE EQUIPMENT, PHYSICAL FACILITIES REQUIRED, COSTS INVOLVED, PERSONNEL PROBLEMS, CAPABILITIES OF THE SYSTEM TO ABSORB EXPANSION, INSTALLATION PROBLEMS, EVIDENCE OF SUPPORT FROM OTHER FUNCTIONAL AREAS, EVIDENCE OF SOLID PLANNING, AND BENEFITS TO BE DERIVED FROM THE COMPUTER INSTALLATION.
FINALLY, THE CASE FOR OR AGAINST THE INSTALLATION OF A COMPUTER MUST BE PRESENTED AS SIMPLY AS POSSIBLE IN PLAIN, EVERYDAY LANGUAGE.

0397 HARRIS, BRITTON
THE USES OF THEORY IN THE SIMULATION OF URBAN PHENOMENA.'
JOURNAL OF THE AMERICAN INSTITUTE OF PLANNERS, SEPT. 1966, VOL. 32, NO. 5, PAGES 258-273.

THE ROLE OF THEORY IN UNDERSTANDING URBAN SYSTEMS TOWARD THE SOLUTION OF URBAN PROBLEMS IS EXAMINED. THE INHERENTLY PRACTICAL NATURE OF GOOD THEORY MAKES IT A POWERFUL AGENT IN THIS PURSUIT. URBAN PHENOMENA ARE SUBJECT TO STUDY THROUGH THE GENERAL RULES OF SCIENTIFIC METHOD, BUT THEY IMPOSE CERTAIN SPECIAL PROBLEMS IN ITS APPLICATION WHICH REQUIRE CAREFUL ATTENTION.
A BRIEF DESCRIPTION OF THE GENERAL APPROACH IS PRESENTED HERE, WITH CERTAIN MODIFICATIONS WHICH HIGHLIGHT THESE SPECIAL PROBLEMS. PARTICULAR REQUIREMENTS ARISING IN LAND USE MODELS, AND TRANSPORTATION MODELS ARE EXAMINED. THE DISCUSSION IMPLIES SPECIFIC DIRECTIONS FOR FUTURE RESEARCH AND DESIRABLE CHARACTERISTICS OF RESEARCH ESTABLISHMENTS.

0398 RELLUSH, JEWEL. HAUSKNECHT, MURRAY
ENTREPRENEURS AND URBAN RENEWAL.'
JOURNAL OF THE AMERICAN INSTITUTE OF PLANNERS, SEPT. 1966, VOL. 32, NO. 5, PAGES 289-297.

IN COMMUNITIES WITH SUCCESSFUL URBAN RENEWAL PROGRAMS ONE INDIVIDUAL SEEMS TO STAND OUT AS A KEY FIGURE. HIS POSITION AND BEHAVIOR ARE ANALYZED IN TERMS OF THE CONCEPT OF THE ENTREPRENEUR AS DEVELOPED IN ECONOMIC THEORY.
THE ANALYSIS, BASED ON DATA PROVIDED BY CASE STUDIES OF RENEWAL, IS AIMED AT SPECIFYING SOME OF THE ELEMENTS CONTRIBUTING TO THE SUCCESS OF THE RENEWAL ENTREPRENEUR, THE BROADER SOCIAL AND ECONOMIC SIGNIFICANCE OF THIS KIND OF ENTREPRENURIAL ACTIVITY, AND SOME OF ITS POSSIBLE CONSEQUENCES FOR THE URBAN RENEWAL PROCESS.

0399 BURRILL, JOHN C.
TRAINING ACCOUNTING PERSONNEL FOR EDP SYSTEMS.'
MANAGEMENT ACCOUNTING VOL. 48 NO. 1 SEPTEMBER 1966 5 PAGES

AN EXTENSIVE TRAINING PROGRAM, THOUGH EXPENSIVE, BRINGS IN A MULTIPLE RETURN-ENTHUSIASTIC ACCEPTANCE OF THE NEW SYSTEM,ERROR-FREE INPUT,ACCURATE AND TIMELY OUTPUT. THE MANY LESSONS LEARNED BY MANAGEMENT IN THE PROCESS OF TRAINING THEMSELVES AND THEIR SUBORDINATES ARE OFFERED HERE ALONG WITH THE ACCOUNT OF MISTAKES AND CORRECTIVE ACTIONS.

0400 HALL, WILLIAM P.
MANAGEMENT APPRAISIAL.'
FINANCIAL ANALYSTS JOURNAL VOL.22 NO.5 SEPT/OCT 1966 4 PAGES

ALL TO OFTEN THE SUBJECT OF MANAGEMENT IS GIVEN ONLY CURSORY ATTENTION BY ANALYSTS. ONE ARTICULATE CORPORATE OFFICER,GEORGE OLMSTEAD JR. OF THE S.D. WARREN COMPANY HAS COMMENTED ON THIS OVERSIGHT IN HIS COMPANYS LATEST ANNUAL REPORT.
THE AUTHOR SUGGESTS SEVERAL TYPES OF QUESTIONS THAT ANALYSTS MIGHT RAISE IN DISCUSSING THE ADEQUACY OF MAN-' AGEMENT. THE ARTICLE COVERS TWO AREAS, THE MANAGEMENT TEAM AND PLANNING. INCLUDED IN THE MANAGEMENT TEAM ARE CONSID-' ERATIONS OF ORGANIZATION,COMPOSITION,TRAINING,AND COMPEN-' SATION. INCLUDED IN PLANNING ARE QUESTIONS CONCERNING OBJECTIVES,THE PLANNING SYSTEM,ORGANIZATION FOR PLANNING, AND VENTURE PLANNING.

0401
HOW TO STANDARDIZE OFFICE EQUIPMENT.'
PURCHASING VOL. 61, 7. OCTOBER 6, 1966. 4P.

HIGHLY EFFECTIVE OFFICE STANDARDS AT WESTERN ELECTRIC COMPANY PLAY A KEY ROLE IN THE FIRMS MASTER PLAN OF COST REDUCTION. THE PROGRAM ASSURES THAT OFFICE EQUIPMENT AND SUPPLIES GET THE SAME VALUE ANALYSIS -VA- SCRUTINY AS PRO-' DUCTION PARTS AND TOOLS.
THE MAIN VEHICLE FOR IMPLEMENTING WES FUNCTION-ORIENTED APPROACH TO STANDARDS IS THE COMPANYS OFFICE SERVICES COM-' METTEE, MADE UP OF REPRESENTATIVES FROM EIGHT REGIONS THAT SERVE THE COMPANY. THE GROUP INCLUDES SPECIALISTS IN FIVE MAIN TYPES OF OFFICE ITEMS. WORKING WITH THE BUYERS RE-' SPONSIBLE FOR THESE GOODS, THE TECHNICIANS MAINTAIN AN UN-' FLAGGING SEARCH FOR OFFICE ITEMS THAT WILL PROVIDE THE BEST VALUE IN TERMS OF FUNCTION. IN ADDITION, BUYERS AND OFFICE SERVICE SPECIALISTS USE A CLINICAL APPROACH IN DETERMINING FUNCTIONABILITY OF OFFICE ITEMS. THEY TELL USERS HOW TO RUN DO-IT-YOURSELF TESTS FOR OFFICE ITEMS AND ARRANGE FOR IN-USE TRIALS OF BOTH EQUIPMENT AND SUPPLIES.

0402
WHAT ONE SURVEY SHOWS ABOUT COMPUTER USE.'
BUSINESS MANAGEMENT VOL. 30, 6. SEPTEMBER, 1966. 2P.
TRAINING, EDUCATIONAL, DATA-PROCESSING
RECENTLY A SURVEY WAS CONDUCTED IN THE CENTRAL ILLINOIS AREA TO FIND OUT JUST HOW AND HOW HEAVILY BUSINESS RELIES ON THE COMPUTER. THE SURVEY ALSO AIMED AT DETERMINING THE EDUCATIONAL AND TRAINING REQUIREMENTS THAT BUSINESS DEMANDS IN THIS FIELD. THIS ARTICLE SUMMARIZES THE SURVEY FINDINGS.
OF THE 153 FIRMS SAMPLED, APPROXIMATELY 46 PERCENT HAVE SOME TYPE OF ELECTRICAL DATA-PROCESSING EQUIPMENT. SERVICE TYPE INDUSTRIES EMERGED AS THE MOST PROGRESSIVE. THE AP-' PLICATIONS FOR WHICH THE COMPUTER IS MOST FREQUENTLY USED INCLUDE BILLING, PAYROLL, INVENTORY, SALES ANALYSIS, AND ACCOUNTS RECEIVABLE. ABOUT 37 PERCENT OF THE RESPONDENTS FIRMS GIVE THEIR EMPLOYEES DATA-PROCESSING TRAINING AFTER THEY HIRE THEM. FINALLY, THE COMPUTER HAS ACTUALLY CREATED MORE POSITIONS IN MIDDLE MANAGMENT. IN SHORT, THE SURVEY SUGGESTS THAT AUTOMATION BY COMPUTER MAY NOT BE A MAJOR THREAT TO EMPLOYMENT.

0403
HOW TO DRAW A BUSINESS FORM.'
PURCHASING VOL. 61, 7. OCTOBER 6, 1966. 3P.
JOB, INFORMATION
YOU CAN GET A BUSINESS OR PURCHASING FORM TAILORED EX-' ACTLY TO YOUR COMPANYS NEEDS SIMPLY BY DESIGNING IT YOUR-' SELF. IT SOUNDS DIFFICULT, BUT THE 16 STEP HOW-TO-GUIDE OUTLINED IN THIS ARTICLE MAKES THE JOB RELATIVELY EASY.
BY DESIGNING YOUR OWN FORM YOU WILL NOT HAVE TO -MAKE DO- BY ALTERING SOMEONE ELSES FORM. NOT ONLY THIS BUT YOU WILL NOT HAVE TO PAY PRINTERS HIGH PRICES FOR THEIR DESIGN SERVICES. THE FIRST THING TO DO WHEN DRAWING A FORM IS TO GET A PAD OF SCALED LAYOUT SHEETS FROM ANY ROTARY PRINTER. ON A SEPARATE SHEET OF PAPER SHOULD BE LISTED ALL THE IN-' FORMATION THAT MUST BE FILLED IN ON THE FORM. WHENEVER

POSSIBLE ASSIGN EACH ITEM A GENERAL CLASSIFICATION. THE NEXT STEP IS TO DRAW THE FORM ON THE LAYOUT SHEET. IN DRAWING THE FORM, YOU DO NOT HAVE TO LIMIT THE PRINTING OF WORDS TO ONE-CHARACTER-PER-SPACE. OTHER THINGS TO KEEP IN MIND ARE TO HAVE SOME METHOD OF DATA CLASSIFICATION AND TO ADD MARG-' INAL NOTES SUCH AS ROUTINGS ON THE BOTTOM EDGE OF THE FORM.

0404 SCHOFIELD, WILLIAM P.
AN EFFECTIVE INTERNAL MANAGEMENT REPORTING SYSTEM.'
MANAGEMENT ACCOUNTING VOL. 48 NO. 1 SEPTEMBER 1966 10 PAGES
PLANS, ANALYSIS

AN EFFECTIVE INTERNAL FINANCIAL REPORTING SYSTEM MUST TAKE A DIRECT ROUTE FROM ANALYSIS TO ACTION. THE AUTHOR PRESENTS AN EXAMPLE OF AN EFFECTIVE SYSTEM IN THE ARTICLE. HIS SYSTEM HAS BEEN FOUND TO BE A SIGNIFICANT IMPROVEMENT OVER THE FORMER CONVENTIONAL FINANCIAL STATE-' MENTS. THIS SYSTEM OF REPORTS CAN BE DEVELOPED WHETHER THE ACCOUNTING SYSTEM IS ABSORPTION OR DIRECT-COSTING AND WHERE STANDARDS OR PROFIT PLANS ARE NOT PRESENT. HOWEVER, UNDER AN ABSORPTION COSTING SYSTEM A GREAT DEAL MORE EFFORT IS REQUIRED TO RE-ALIGN ALL EXPENSES ACCORDING TO VARIABLE OR PERIOD.

0405 CIRTIN, ARNOLD
VALUE ANALYSIS.'
THE JOURNAL OF ACCOUNTANCY VOL. 122, 4. OCTOBER, 1966. 5P.
ORGANIZED, ANALYSIS

IN RECENT YEARS A DYNAMIC NEW COST-SAVING CONCEPT HAS BEEN ATTRACTING THE ATTENTION OF MANY PEOPLE IN MANAGEMENT. SO SPECTACULAR ARE ITS RESULTS THAT ITS POPULARITY IS GROW-' ING BY LEAPS AND BOUNDS. ITS USE IS NOT LIMITED TO ANY CER-' TAIN TYPE OF INDUSTRY. THIS NEW TECHNIQUE IS VALUE ANALYSIS.

FIRST DEVELOPED BY GENERAL ELECTRIC COMPANY DURING THE 1940S, VALUE ANALYSIS IS DEFINED AS AN ORGANIZED CREATIVE APPROACH TO IDENTIFY UNNECESSARY COSTS IN A PRODUCT. IT RE-' SULTS IN THE ORDERLY SUBSTITUTION OF DIFFERENT MATERIALS AND PROCESSES, WITH THE OBJECTIVE OF OBTAINING EQUIVALENT PER-' FORMANCE AT LOWER COST. THE CPA, IN HIS POSITION AS AUDITOR, CONSULTANT, AND ADVISOR TO MANAGEMENT, IS AWARE OF THE COMPANYS FINANCIAL SITUATION AND ITS PROBLEMS. IF ONE OF THE PROBLEMS IS EXCESSIVE COSTS, HE COULD PROBABLY DISCOVER ITS EXISTENCE BY ALERTNESS AND INITIATIVE. IF HE FINDS THAT THE PROBLEM CAN BE SOLVED BY VALUE ANALYSIS, HE WILL DO HIS CLIENT A VALUABLE SERVICE BY INTRODUCING IT TO HIM.

0406
HOW GREEN GIANT GOT MORE JACK OUT OF ITS BEAN STALKS.'
BUSINESS MANAGEMENT VOL. 30, 6. SEPTEMBER, 1966. 3P.
PROGRAMS, PLANNING, OPERATIONS-RESEARCH, ADMINISTRATIVE

SOME COMPANIES ARE CONTENT WITH PROFIT INCREASES THAT KEEP PACE WITH SALES INCREASES. BUT THE GREEN GIANT COMPANY OF LESUEUR, MINNESOTA THINKS THAT IS NOT ENOUGH. IT SET A ROVING TROUBLE SHOOTER LOOSE IN ITS CANNED BEAN DEPARTMENT, THEN WATCHED THE PROFITS JUMP. LATER, IT BEGAN USING TROUBLE SHOOTING PROFIT-PLANNERS ON ITS OTHER PRODUCTS AS WELL. THIS ARTICLE TELLS WHAT PROFIT PLANNING IS AND HOW TO USE IT

PROFIT-PLANNING ESSENTIALLY INVOLVES STREAMLINING EVEN THE SMALLEST MANUFACTURING OR ADMINISTRATIVE FUNCTION TO INSURE THAT MAXIMUM BENEFIT IS DERIVED FROM MINIMUM EFFORT AND EXPENDITURE. AND, AS GREEN GIANT DISCOVERED, EVEN ONE MAN CAN ACHIEVE A GREAT DEAL WORKING ALONE. AFTER DISCOVER-' ING WHY PROFITS ARE DRAINING ON THE PRODUCT, THE TROUBLE SHOOTER MAKES REPEATED VISITS TO THE DIFFERENT DEPARTMENTS TO DISCUSS THEIR PROBLEMS. NEXT HE SETS UP GROWTH PROGRAMS, ESTABLISHING A GOAL AND THE MEANS TO ATTAIN IT. PROFIT--' PLANNING EMPHASIZES COSTS, QUALITY, AND OPERATIONS-RESEARCH.

0407
HOW TO COME TO GRIPS WITH GRIPERS.'
BUSINESS MANAGEMENT VOL. 30, 6. SEPTEMBER, 1966. 3P.
PERFORMANCE EVALUATION

GRIPERS CAN BE BOTHERSOME TIME WASTERS, BUT THEY CAN ALSO ACT AS BAROMETERS THAT REFLECT BAD WEATHER IN A COM-' PANY. THE KNOWLEGEABLE EXECUTIVE SEES A GRIPE FOR WHAT IT REALLY IS- A CHANCE TO HELP AN EMPLOYEE WHEN HELP IS NEEDED, AND A GOLDEN OPPORTUNITY TO PROVE HIS PROBLEM IS MANAGEMENTS PROBLEM. HERE ARE FOUR WAYS TO PREPARE FOR THE NEXT COM-' PLAINER THAT COMES STORMING INTO THE OFFICE.

THE FIRST POINT IS SELF-IMPROVEMENT. EVERY FORM OF CRITICISM-INCLUDING EMPLOYEE GRIEVANCES- SHOULD BE LOOKED UPON AS A SPRINGBOARD TO BETTER PERFORMANCE. THE SECOND POINT IS COMPANY FEEDBACK. IF A PARTICULAR KIND OF GRIPE BECOMES COMMON AMONG THE EMPLOYEES AND THE GRIPE IS FOUND VALID, PERHAPS SOME COMPANY CHANGE IS IN ORDER. ANOTHER THING TO WATCH IS THAT GRIPES OF OTHER EXECUTIVES EMPLOYEES MAY WELL BE HIDDEN GRIPES OF YOUR OWN EMPLOYEES. FINALLY, ONCE YOU HAVE A MANS PET PEEVE OUT IN THE OPEN, YOU HAVE AN INVALUABLE INSIGHT INTO WHAT MAKES THE MAN TICK.

0408
A SIMPLE INCENTIVE PLAN FOR YOUR FACTORY FOREMAN.'
BUSINESS MANAGEMENT VOL. 30, 6. SEPTEMBER, 1966. 3P.
PROGRAM, PLAN, EVALUATE, CONTROL

AS PRODUCTION TECHNOLOGY INCREASES IN SOPHISTOCATION, THE FACTORY FOREMAN GROWS IN IMPORTANCE. BUT, AS IN THE PAST TODAYS MANAGERS DECRY THE WEAK FOREMAN BUT DO LITTLE ABOUT HIM. HERE IS ONE SUGGESTION THAT MAY SOLVE THE PROBLEM.

THE SUGGESTION IS A FORMAL BUT UNCOMPLICATED INCENTIVE PROGRAM THAT WILL ENABLE MANAGERS TO EVALUATE A FOREMANS PERFORMANCE AND REWARD HIM ACCORDINGLY. LINKING A FOREMANS INCOME TO HIS PERFORMANCE CAN RESULT IN MARKET SAVINGS TO THE COMPANY AND A MORE HIGHLY MOTIVATED FOREMAN. GIVEN THE OPPORTUNITY, HE CAN INCREASE HIS INCOME- AND TEND THE SHOP MORE EFFICIENTLY. ONE CAN ASSESS THE FOREMANS PERFORMANCE BY WATCHING SIX FACTORS- THE FOREMANS PERFORMANCE IN RELATION TO DIRECT AND INDIRECT LABOR, PRIMARY MATERIALS, QUALITY CONTROL, SUPPLIES, MAINTENANCE AND INTERDEPARTMENTAL SER-' VICES. IN SETTING UP THE PROGRAM, THE TERM -INCENTIVE- SHOULD NOT BE USED SINCE IT WOULD NOT EASILY DISTINGUISH THE PLAN FROM A LOWER-LEVEL EMPLOYEE PLAN.

0409 PERSONNEL OFFICES TURN TO COMPUTERS.'
INTERNATIONAL MARKETING, VOL. 21, NO. 8, AUGUST, 1966,
PAGE 51.
PERSONNEL, JOB

THIS SHORT ARTICLE DISCUSSES COMPUTERS IN PERSONNEL OFFICES. THEY HAVE FINALLY CAUGHT ON, GIVING A NEW, HIGHER STATUS TO THE JOB OF COMPANY PERSONNEL DIRECTOR.

SOME OF THE FIRMS USING COMPUTERIZED PERSONNEL FILES ARE MENTIONED, AMONG THEM ARE I.B.M., EASTMAN KODAK, R.C.A., STANDARD OIL, AND HUGHES AIRCRAFT.

0410 JOHNSON, HOWARD G.
KEY ITEM CONTROL.'
THE PRICE WATERHOUSE REVIEW VOL. 11, 3. AUTUMN, 1966. 4P.
RULES, PLAN, INFORMATION, CONTROL

THE LIFE OF THE TYPICAL TOP EXECUTIVE HAS BECOME IN-' CREDIBLY COMPLEX- HE IS FACED WITH THE PROBLEM OF WINNOWING OUT THE VALUABLE DATA FROM THE MASS OF LESS IMPORTANT DATA. ONE TECHNIQUE FOUND USEFUL IN THIS AREA IS CALLED -KEY ITEM CONTROL,- WHICH HAS HAD DRAMATIC SUCCESS.
THE GROUND RULES FOR THE KEY ITEM CONTROL ARE TO FIRST PLAN AND CONTROL THOSE AREAS IN WHICH GOOD OR POOR PERFORM-' ANCE CAN MATERIALLY INFLUENCE THE RESULTS OF OPERATIONS AND, SECOND, TO REPORT THAT PERFORMANCE IN THE MOST EASILY UND-' ERSTOOD AND ACTION-PROVOKING MANNER. THE KEY ITEMS REQUIRING CONTROL MIGHT BE FINANCIAL DATA -RETURN ON INVESTMENT-, QUANTITATIVE STATISTICS- LABOR PRODUCTIVITY-, AND QUALITA-' TIVE INFORMATION SUCH AS PRODUCT STYLING. ESTABLISHING KEY CONTROL FOR A COMPANY INVOLVES FOUR BASIC STEPS- FIRST, IDENTIFYING THE KEY ITEMS. SECOND, THE DESIRED PERFORMANCE OF THE FIRM SHOULD BE PLANNED. FINALLY, REPORTING PRACTICES SHOULD BE ESTABLISHED AND CONTROL ACTION INSTITUTED.

0411 ROTHERY, BRIAN
A VIEWPOINT IN SYSTEMS DESIGN.'
DATA PROCESSING, VOL. 8, NO. 9, SEPT., 1966, PAGES 54-55.
CONTROL, ADMINISTRATIVE

THIS ARTICLE PRESENTS SOME VIEWS ON THE INCREASE IN THE SYSTEM DESIGNERS AREA OF INTEREST DUE TO THE EXPANDING ROLE OF THE COMPUTER AND THE DATA PROCESSING FIELD.

THE AUTHOR STATES THAT THE SYSTEMS MAN CAN EXPAND ONLY BY TAKING AN INCREASINGLY ADMINISTRATIVE APPROACH AND A VIEWPOINT OF OVERALL CONTROL. HIS ACTUAL WORK VIEW IS DISCUSSED AND BRIEFLY DIAGRAMMED.

0412 DAVENPORT, WILLIAM P.
EFFICIENCY AND ERROR CONTROL IN DATA COMMUNICATIONS
DATA PROCESSING VOL. 8, NO. 9, SEPT., 1966, PAGES 30-35.
CONTROL, CODING, ANALYSIS

THIS ARTICLE PRESENTS THE CONCLUDING PORTION OF THE ANALYSIS OF TRANSMISSION AND RECEPTION SPEED, CODING SYSTEMS, AND ERROR CONTROL SYSTEMS IN DATA COMMUNICATIONS.

ALTHOUGH THE AUTHOR CONCLUDES THAT CHOOSING AN ERROR CONTROL SYSTEM IS MOSTLY TRIAL AND ERROR AND ECONOMICS, HE DOES LIST 11 FACTORS TO CONSIDER. THESE FACTORS INCLUDE SUCH ITEMS AS COST, REDUNCANCY, REPROGRAMMING, TRANSMISSION EFFICIENCY ANDOTHERS.

CHARTS AND TABLES ARE INCLUDED.

0413 ABT, CLARK C. SCOTT, RICHARD C., JR.
SIMULATIONS AND TRAINING PROGRAMS.'
BANKING, VOL. 59, NO. 4, OCT., 1966, PAGES 49+
TRAINING, PROGRAMS

THE AUTHORS STATE THAT TRAINING GAMES CAN BE AN EFFECTIVE SUPPLEMENT TO BANK TRAINING PROGRAMS. TRAINEES CAN DEVELOP SKILLS IN A MAKE-BELIEVE SITUATION WHICH IS A MEANINGFUL REPRESENTATION OF A REAL BANK PROBLEM.

THEY DISCUSS THE DISADVANTAGES OF LEARNING-BY--' DOING TRAINING PROGRAMS, AND HOW SIMULATION, THROUGH GAMES AND ROLE-PLAYING IS OFTEN MORE EFFECTIVE.

0414 WOLFE, WENDELL W.
HUMAN RELATIONS LABORATORY TRAINING- THREE QUESTIONS.'
JOURNAL OF BUSINESS, VOL. 39, NO. 4, OCTOBER, 1966.
PAGES 512-515.
TRAINING, ORGANIZATIONS

THIS ARTICLE ASKS THREE QUESTIONS ABOUT HUMAN RELATIONS LABORATORY TRAINING. THEY ARE CONCERNED WITH THE SPECIFIC OBJECTIVES OF THE HUMAN RELATIONS TRAINING LABORATORIES, THE EVIDENCE THAT HAS BEEN PRESENTED BY THOSE WHO CONDUCT THESE LABORATORIES TO SHOW THAT THESE OBJECTIVES ARE BEING ACCOMPLISHED, AND EVIDENCE THAT HAS BEEN PRESENTED TO PROVE THAT THE LABORATORIES ARE CONTRIBUTING TO THE SOLUTION OF REGULARLY OCCURRING PROBLEMS FACED BY ORGANIZATIONS.

THE AUTHOR CONCLUDES THAT THESE TRAINING LABORATORIES, WHILE MOST POPULAR, HAVE NOT YET PRESENTED REAL SCIENTIFIC CREDENTIALS.

0415 MENKHAUS, EDWARD J.
THE MANY NEW IMAGES OF MICROFILM.'
BUSINESS AUTOMATION VOL. 13, 10. OCTOBER, 1966. 13P.
INFORMATION, ANALYSIS

LONG ACCEPTED AS A STORAGE MEDIUM, MICROFORMS ARE NOW ASSUMING AN IMPROTANT ROLE IN THE DEVELOPMENT OF MODERN IN-' FORMATION SYSTEMS. A THOROUGH LOOK AT MICROFILM AS A VERS-' ATILE SYSTEMS TOOL IS PRESENTED IN THIS ARTICLE.

THE AUTHOR FIRST DISCUSSES THE VARIOUS SHAPES AND SIZES IN WHICH MICROFORMS ARE AVAILABLE TO THE USER, INCLUDING ROLL FILM, APERTURE CARDS, MICROFICHE, MICRO-JACKETS, AND MICROSTRIPS. EACH MICROFORM HAS ITS PLACE IN THE SPECTRUM OF APPLICATIONS. AN ANALYSIS OF THE APPLICATIONS WILL ALMOST INEVITABLE LEAD TO THE CONCLUSION THAT MOST APPLICATIONS ARE BEST SERVED BY A UNIT RECORD, AS OPPOSED TO A CONTINUOUS ROW OF RECORDS. THE EFFECTIVENESS OF MICROFILM-COMPUTER COMBINATIONS IN A BUSINESS SYSTEM IS MEASURED BY THE ELIM-' INATION OF COMPUTER PRINT-OUT, FLEXIBILITY IN CONCISE FORMS, AND REDUCTION OF PAPER SHUFFLING AT THE OUTPUT END OF A

COMPUTER SYSTEM. AMONG THE RECENT DEVELOPMENTS IN THE MIC-'
CROFILM FIELD IS HIGH DENSITY PACKING OF FILM IMAGES.

0416 BERRY, DAVID R. VICTOR, RUSSELL F.
HOW ARE YOUR LISTENING HABITS.'
BANKING, VOL. 59, NO. 4, OCT., 1966, PAGES 48+
TRAINING, PROGRAM, EVALUATION
THIS ARTICLE DESCRIBES A NEW EFFECTIVE LISTENING PROGRAM AND GIVES AN ACCOUNT OF ITS RESULTS AS IT WAS INTEGRATED INTO CERTAIN AREAS OF A TRAINING SYSTEM AT CHEMICAL BANK NEW YORK TRUST COMPANY.
THE PROGRAM WAS DEVELOPED AND PRODUCED BY BASIC SYSTEMS INC. OF XEROX. THE PARTICIPANTS LISTEN TO A WIDE VARIETY OF SPOKEN STATEMENTS ON PRE-RECORDED TAPES AND ARE ASKED TO SUMMARIZE WHAT THE SPEAKER HAS SAID.
THE SPECIFICS OF HOW THIS WAS DONE AND A POST-TEST EVALUATION OF THE PROGRAM CONCLUDE THE ARTICLE.

0417 STICE, JAMES O.
HOW AN AGENCY STUDIES ITS COMMUNICATIONS SYSTEM.'
ADVERTISING AND SALES PROMOTION, VOL. 14, NO. 10, OCT. 1966, PAGES 57-58.
SUPERVISORY, PERSONNEL, ANALYSIS
THIS ARTICLE STATES THAT IF YOU CAN SAVE TIME IN ROUTINE PROCEDURES, YOU HAVE MORE TIME FOR CREATIVE CONTRIBUTIONS.
THE AUTHORS COMPANY, A ST. LOUIS ADVERTISING AND MARKETING AGENCY, CONDUCTED A 90-DAY ANALYSIS OF THE COMMUNICATIONS TECHNIQUES OF THEIR SUPERVISORY AND ACCOUNT PERSONNEL. IT INDICATED THAT AT LEAST 25 PERCENT OF COMMUNICATIONS MATERIAL THAT SHOULD HAVE BEEN DICTATED WAS BEING PERSONALLY TYPED OR WRITTEN IN LONGHAND.
HOW THIS WAS REMEDIED, WITH THE AID OF MORE DICTATING MACHINES, IS FURTHER DESCRIBED IN THE ARTICLE.

0418 BENNETT, JOHN M.
AN APPROACH TO SOME STRUCTURED LINEAR PROGRAMMING PROBLEMS.'
OPERATIONS RESEARCH VOL. 14, 4. JULY-AUGUST, 1966. 9P.

THIS PAPER DESCRIBES A COMPUTATIONAL APPROACH, WHICH IS AN ALTERNATIVE TO THAT OF DANZIG AND WOLFE, FOR HANDLING STRUCTURED LINEAR-PROGRAMMING PROBLEMS THAT WOULD BREAK UP INTO A NUMBER OF SUBPROBLEMS EXCEPT FOR SOME RESTRICTIONS ON GROUPS OF VARIABLES OCCURRING IN MORE THAN ONE SUBPROB-' LEM. THE BASIC IDEA OF THE APPROACH SPRINGS FROM THE COMP-' UTATIONAL ASPECTS OF KRONS METHOD OF TEARING. FOR CONVEN-' IENCE IT IS DESCRIBED IN TERMS OF THE PRIMAL ALGORITHM, ALTHOUGH THE METHOD COULD EQUALLY WELL BE USED WITH THE DUAL APPROACH.

0419 ABRAMS, JACK
EVALUATION OF ALTERNATIVE RATING DEVICES FOR CONSUMER RESEARCH
JOURNAL OF MARKETING RESEARCH, VOL. 3, NO. 2, MAY, 1966, 5 PAGES
SELECTING, INFORMATION, EVALUATION, DECISION, ANALYZED
SELECTING RATING DEVICES OR ATTITUDE SCALES IS TOO OFTEN A CASUAL OR JUDGMENT DECISION. LITTLE OBJECTIVE INFORMATION IS AVAILABLE TO AID IN THE SELECTION PROCESS. THE AUTHOR COMPARES AND CONTRASTS FOUR COMMONLY USED RATING DEVICES. THE DEVICES ARE ANALYZED FOR PREDICTING CONSUMER BEHAVIOR AND AIDING IN DETERMINING MEASUREMENTS OF ATTITUDE CHANGES.

0420 DICHTER, ERNEST
HOW WORD-OF-MOUTH ADVERTISING WORKS.'
HARVARD BUSINESS REVIEW, VOL. 44, NO. 6, NOV. 1966, PAGES 147-166.
PSYCHOLOGICAL, ORGANIZED
IN THIS ARTICLE RESEARCH FINDINGS ON THE INFLUENCE OF -RECOMMENDERS- SHOW HOW THE PROCESSES INVOLVED CAN BE SUCCESSFULLY APPLIED TO THE PRACTICAL REALITIES OF ADVERTISING.
THE ARTICLE IS ORGANIZED INTO TWO PARTS. THE FIRST, THE PSYCHOLOGICAL FINDINGS ABOUT WORD-OF-MOUTH, IDEALS WITH THE DISCOVERY AND CHARTING OF THE CHANNELS OF COMMUNICATION. IN THE SECOND PART THE FINDINGS ARE APPLIED TO THE PRACTICAL PROBLEMS OF ADVERTISING.
THE AUTHOR CONCLUDES THAT ESPECIALLY WITH PRODUCTS WHOSE RISK VALUE IS HIGH, WORD-OF-MOUTH RECOMMENDATION IS A STRONG, IF NOT THE STRONGEST, ALLY A PRODUCT CAN HAVE. ADVERTISING CANNOT SELL AGAINST PERSONAL INFLUENCE, BUT PERSONAL INFLUENCE CAN SELL AGAINST ADVERTISING.

0421 BABB, E.+M. LESLIE, M. A. VAN SLYKE, M. D.
THE POTENTIAL OF BUSINESS-GAMING METHODS IN RESEARCH.'
JOURNAL OF BUSINESS, VOL. 39, NO. 4, OCTOBER, 1966, PAGES 465-472.
TEST, ORGANIZATIONAL, MAKING, INFORMATIONAL, EDUCATION, DECISION
THIS ARTICLE EXAMINES PROBLEMS AND POTENTIALS OF BUSINESS GAMES AS A RESEARCH METHOD AND SUMMARIZES FINDINGS OF SEVERAL STUDIES CONDUCTED AT PURDUE UNIVERSITY. THESE STUDIES ARE PART OF A CONTINUING LINE OF WORK TO DEVELOP MANAGEMENT GAMES FOR COLLEGIATE AND ADULT EDUCATION AND TO TEST THE RESEARCH POTENTIAL OF GAMING METHODS.
THESE EXPLORATORY STUDIES SUGGEST THAT BUSINESS--' GAMING METHODS MAY PAVE THE WAY FOR BREAKTHROUGH IN STUDIES OF THE EFFECT OF INFORMATIONAL AND ORGANIZATIONAL VARIABLES ON DECISION MAKING AND THE EFFECT OF MARKET STRUCTURE AND PSYCHOLOGICAL AND RELATED FACTORS ON INDIVIDUAL AND GROUP BEHAVIOR. THESE TYPES OF PROBLEMS HAVE BEEN DIFFICULT TO RESEARCH WITH TRADITIONAL METHODS.
AN APPENDIX GIVES A TABLE OF PSYCHOLOGICAL VARIABLES WITH DESCRIPTIONS THAT WERE EXAMINED FOR RELATIONSHIPS TO MANAGERIAL ABILITY.

0422 MANGFIELD, EDWIN BRANDENBURG, RICHARD
ALLOCATION CHARACTERISTICS + OUTCOME OF RESEARCH + DEVELOPMENT
JOURNAL OF BUSINESS, VOL. 39, NO. 4, OCT. 1966, PAGES 447-464.
TESTING, EVALUATED
THIS PAPER REPORTS THE FINDINGS OF A CASE STUDY OF THE RESEARCH AND DEVELOPMENT PORTFOLIO OF THE CENTRAL RESEARCH LABORATORY OF ONE OF THE NATIONS LARGEST FIRMS, A PROMINENT EQUIPMENT MANUFACTURER. DATA WERE OBTAINED REGARDING 70 MAJOR PROJECTS AND NUMEROUS INTERVIEWS WERE OBTAINED WITH OFFICIALS AT VARIOUS LEVELS OF THE FIRM.
SECTION 2 OF THE PAPER DESCRIBES THE PROCESS BY WHICH R AND D PROPOSALS AND BUDGETS WERE GENERATED AND EVALUATED. THIS IS FOLLOWED BY SECTIONS PRESENTING AND TESTING A MODEL TO EXPLAIN THE EXPENDITURES PROPOSED FOR A PARTICULAR PROJECT AND A MODEL TO EXPLAIN MODIFICATIONS MADE BY THE MANAGEMENT IN THE PROPOSED LEVEL OF EXPENDITURES.
MANY TABLES ARE USED AND MANY REFERENCES GIVEN.

0423 BENSTON, GEORGE J.
MULTIPLE REGRESSION ANALYSIS OF COST BEHAVIOR.'
THE ACCOUNTING REVIEW VOL. 41 NO. 4 OCT. 1966 15P.
RECORD-KEEPING, MEASUREMENT, EDP
REGRESSION ANALYSIS IS NOT ONLY A VALUABLE TOOL BUT A METHOD MADE AVAILABLE, INEXPENSIVE AND EASY TO USE BY COM-' PUTERS. THE MAJOR PROBLEM OF COST MEASUREMENT IS DISCUSSED IN THE FIRST SECTION OF THIS PAPER. SECOND, THE METHOD OF MULTIPLE REGRESSION IS DISCUSSED IN NONMATHEMATICAL TERMS. IN THE THIRD SECTION THE TECHNICAL REQUIREMENTS OF MULTIPLE REGRESSION ARE OUTLINED, AND THE IMPLICATIONS OF THESE RE-' QUIREMENTS FOR THE RECORDING OF COST DATA IN THE FIRMS ACC-' OUNTING RECORDS ARE OUTLINED. THE FUNCTIONAL FORM OF THE REGRESSION EQUATION IS CONSIDERED. SOME APPLICATIONS FOR MULTIPLE REGRESSION ANALYSIS ARE DISCUSSED.

0424 FINKEL, BERNARD
A CHECKLIST OF PUBLICITY IDEAS.'
ADVERTISING AND SALES PROMOTION, VOL. 14, NO. 10, OCT. 1966, PAGES 42-43.
PUBLIC COMMUNITY RELATIONS
THIS ARTICLE LISTS 87 OCCASIONS WHICH MIGHT BE USED AS THE STARTING POINT FOR GETTING PUBLICITY FOR A COMPANY IN A FAVORABLE WAY.
MANAGEMENT MUST BE DOING THINGS, MUST EVEN MAKE THINGS HAPPEN IN ORDER TO DESERVE AND TO GET PUBLICITY. THIS CHECKLIST WILL AID MANAGEMENT IN DETECTING A POSSIBLE PUBLICITY STORY OF INTEREST TO NEWSPAPERS, RADIO AND TELEVISION, MAGAZINES, BUSINESS PUBLICATIONS, AND PROFESSIONAL AND TECHNICAL JOURNALS.

0425 DOYLE, LAUREN B.
PERPETUAL USER STUDIES.'
DATAMATION VOL. 12, 10. OCTOBER, 1966. 2P.
RETRIEVE, PLANNING, INFORMATION, HANDICAPPED, DOCUMENT, CONTROL
DUE TO THE MAGNITUDE AND COMPLEXITY OF TECHNICAL IN-' FORMATION FLOW IN THE U.S., THE URGE TO PROPOSE A GOVERNMENT SPONSORED CENTRALIZED TECHNICAL INFORMATION SERVICE IS AS RECURRENT AS THE STIRRINGS OF A TROUBLED CONSCIENCE. THE AUTHOR CONTENDS THAT WITHOUT MUCH BETTER DATA ON WHAT USERS DO WITH THE INFORMATION THEY RETRIEVE, PLANNING IS HANDI-' CAPPED FOR MANAGEMENT OF INFORMATION NATIONALLY.
ONE SYSTEM IS THE -TECHNICAL DOCUMENT SYSTEM,- IN WHICH AUTHORS PUT USEFUL DATA AND/OR DISCUSSION IN A FORM THAT CAN BE DIRECTED FLEXIBLY TO A LARGE AUDIENCE, SCATTERED WIDELY IN TIME AND SPACE. BUT TWO IMPORTANT DIFFICULTIES ARE SEEN IN A USER-GOVERNED CONTROL SYSTEM. FIRST THERE IS THE USERS COMPLEX BEHAVIOR IN SEARCHING AND SELECTING INFORMATION AND THE IMPOSSIBILITY OF GETTING ALL PERTINENT INFORMATION. ALSO THERE IS THE USERS FALLIBILITY, ESPECIALLY HIS LIMITED UNDERSTANDING OF HOW BEST TO APPROACH THE INFORMATION STORE.

0426 MILLER, ARJAY
NEW ROLES FOR THE CAMPUS AND THE CORPORATION.'
MICHIGAN BUSINESS REVIEW VOL. 18, 5. NOVEMBER, 1966. 8P.
TRAINING, PROGRAMS, EDUCATION, ANALYSIS
CHANGE AT AN EVER FASTER AND MORE UNEVEN PACE IS THE CENTRAL FEATURE OF OUR LIFE AND THE CENTRAL PROBLEM OF OUR DAY. IN THE FACE OF THIS CHALLENGE, THE TRADITIONAL VIEWS OF OUR RESPONSIBILITIES TO SOCIETY AND OUR RELATIONSHIPS TO EACH OTHER , MUST YIELD.
FOR BUSINESS, THIS MEANS THE TRADITIONAL VIEW THAT CORPORATE MANAGEMENT IS RESPONSIBLE SOLELY TO THE SHARE-' HOLDERS MUST BE ENLARGED TO INCLUDE EMPLOYEES, CUSTOMERS, GOVERNMENT, EDUCATION, AND THE PUBLIC AT LARGE. FORD MOTOR COMPANY HAS TAKEN A STEP IN THIS DIRECTION WITH ITS EDUCA-' TIONAL AND TRAINING PROGRAMS. THE UNIVERSITY, TOO, HAS AC-' CEPTED NEW AND BROADER FUNCTIONS- TAKING ON A NEW ROLE AS ACTIVE PARTICIPANT IN THE AFFAIRS OF GOVERNMENT AND BUSI-' NESS. AS WE SEARCH FOR ANSWERS TO THE COMPLEX PROBLEMS OF OUR DAY, WE ARE FORTUNATE INDEED THAT NEW DECISION-MAKING TOOLS SUCH AS OPERATIONS RESEARCH OR SYSTEMS ANALYSIS ARE EMERGING.

0427 MCCRACKEN, PAUL W.
THE TWENTY-FIRST CENTURY, THIS UNIVERSITY, AND DOG-LEGS.'
MICHIGAN BUSINESS REVIEW VOL. 18, 5. NOVEMBER, 1966. 5P.
HIGHER EDUCATION
TODAYS UNIVERSITY, IN SHORT, IS ALREADY IN THE BUSINESS OF EDUCATING YOUNG MEN AND WOMEN FOR THE TWENTY-FIRST CENT-' URY. THIS ARTICLE ANSWERS THE QUESTION- HOW CAN THE NATION BEST ASSURE THAT THESE COMING DECADES WILL BE YEARS OF FUL-' FILLMENT AND HOPE, AND PROGRESS.-
ATTEMPTING TO PEER INTO THE FUTURE IS A HIGHLY USEFUL EXERCISE. IN THE STRATEGY FOR PROGRESS THERE MUST BE TWO ELEMENTS- ONE REQUIREMENT IS CREATIVE ACTIVITY- A NEW THEORY OR A NEW PRODUCT OR A NEW METHOD. ALSO, THERE MUST BE A PROCESS BY WHICH THE SOMETHING NEW IS DIFFUSED. THE UNI-' VERSITY HAS AN IMPORTANT CONTRIBUTION. IT MUST TAKE THE RESPONSIBILITIES FOR ADDING TO THE SOCIETYS STOCK OF KNOWL-' EDGE. ALSO, HIGHER EDUCATION MUST BE DESIGNED TO SHARPEN THE COMMITMENT TO A CREATIVITY THAT MAKES KNOWLEDGE RELEVANT.

ONLY THROUGH A FREE, OPEN, AND LIBERAL SOCIETY OF WELL AND LIBERALLY EDUCATED MEN AND WOMEN CAN WE CREATE AN ENVIRON-' MENT HOSPITABLE TO THE DIFFUSION OF THE FRUITS OF PROGRESS.

0428 GIBBONS, CHARLES C.
BREAKING THE BARRIERS TO DELEGATION.'
MICHIGAN BUSINESS REVIEW VOL. 18, 5. NOVEMBER, 1966. 3P.
RESPONSIBILITY AUTHORITY

THOSE WHO SPEAK AND WRITE ON MANAGEMENT PRACTICES ARE UNANIMOUS IN SAYING THAT MANAGERS SHOULD DELEGATE AUTHORITY AND RESPONSIBILITY TO THEIR SUBORDINATES. FURTHERMORE, MOST MANAGERS THEMSELVES RECOGNIZE THAT THEY CANNOT PERFORM ALL THE WORK FOR WHICH THEY ARE RESPONSIBLE. THIS ARTICLE DIS-' CUSSES THE REASONS WHY MANAGERS FIND IT SO DIFFICULT TO DELEGATE.

FIRST, MANAGERS FAIL TC DELEGATE BECAUSE THEY DO NOT UNDERSTAND CLEARLY WHAT THEIR RESPONSIBILITY AND AUTHORITY ARE, THEY OVERESTIMATE THE EXTENT TO WHICH THEY CAN DO THE WORK THEMSELVES BETTER THAN IT WOULD BE DONE BY THEIR SUB-' ORDINATES. ALSO, MANAGERS FEEL INSECURE IN THEIR JOBS AND IN THEIR RELATIONSHIPS WITH THEIR SUPERIORS, THEIR PEERS, AND THEIR SUBORDINATES. SOME SUGGESTIONS ARE GIVEN AS TO WHAT A MANAGER MIGHT DO IF HE WISHES TO IMPROVE HIS DELEGA-' TION.

0429 CRAWFORD, C. MERLE
BUSINESS BIGOTRY.'
MICHIGAN BUSINESS REVIEW VOL. 18, 5. NOVEMBER, 1966. 7P.
ATTITUDES INNOVATION SUPERVISION

BUSINESS BIGOTRY DESCRIBES THE PRACTICE OF A MANAGER TO SQUELCH ORIGINAL AND INDEPENDENT THINKING BY HIS SUBORDI-' NATES. THE PURPOSE OF THIS ARTICLE IS TO HIGHLIGHT TEN SYM-' PTOMS OF BUSINESS BIGOTRY AND POINT OUT SEVERAL MODES OF TREATMENT.

THE FIRST GROUP OF SYMPTOMS IS ONE OF A GROUP OF DE-' VICES GEARED TO RETARD THE INPUT OF NEW IDEAS. THESE IN TURN ARE OF TWO TYPES- DEVICES USED TO AVIOD EXPOSURE TO NEW OR CONTRARY IDEAS, AND DEVICES TO AVOID THE IMPACT OF SUCH IDEAS IN THE EVENT THAT EXPOSURE TAKES PLACE. THE SECOND BUNDLE OF SYMPTOMS INCLUDES VARIOUS AUXILIARY HABITS. RELATE D ARE THE FALSELY SECURE MENTAL ATTITUDES OF THE PERSON WHOS E OPINIONS ARE INSUFFICIENTLY CHALLENGED. ANOTHER SYMPTOM IS THE TENDENCY TO STRIKE OUT AT PERSONS WHOSE CONTRARY IDEAS H AVE PRODUCED A LOGICAL PLEA FOR CHANGE. IN TREATING THE SYM-' PTOM OF BUSINESS BIGOTRY, SELF-DIAGNOSIS IS THE BEST ROUTE T O A CURE.

0430 SILVIUS, RAY
HOW TO USE A ROUTINE OCCASION TO BUILD
COMMUNITY GOODWILL.'
ADVERTISING AND SALES PROMOTION, VOL. 14, NO. 11,
NOV. 1966, PAGES 34-36.
PROGRAM, PLANNED

THIS ARTICLE TELLS HOW WESTERN AIRLINES MAKES MANY FRIENDS BY HOLDING ITS STEWARDESS GRADUATIONS IN EN ROUTE CITIES, WITH PROMINENT RESIDENTS AS SPONSORS.

THERE IS NO HARD-SELL IN THE PROGRAM, IT IS PLANNED TO MAKE THE EVENTS MEMORABLE IN THE LIVES OF THE GIRLS. HOWEVER, AS THE ARTICLE STATES, IT DOES MAKE MANY FRIENDS FOR THE AIRLINES.

0431 SCHEFF, BENSON H.
BYPASSING PROFESSIONAL PROGRAMMERS.'
DATAMATION VOL. 12, 10. OCTOBER, 1966. 8P.
TRAINING, TEST, PROGRAM

IN PRACTICE FEW PEOPLE HAVE THE NECESSARY COMBINATION OF PROGRAMMING AND ENGINEERING TRAINING AND EXPERIENCE. DIMATE IS A COMPUTER-CONTROLLER TEST SYSTEM WHICH PERMITS ENGINEERING USERS WITH VARICUS TECHNICAL SKILL LEVELS TO GENERATE ACCURATE TEST PROGRAMS AND DEBUG THEM QUICKLY. A SIMULATOR PERMITS THE ENGINEER TO DEBUG HIS TEST PROGRAM PRIOR TO VALIDATION ON THE TEST SYSTEM WITH A UTT -ELECT-' RONIC UNIT UNDER TEST.

DIMATE HAS A COMPILER INPUT LANGUAGE CONSISTING OF ENGINEERING EXPRESSIONS ARRANGED IN TABULAR FORMAT. THE COMPLETE COMPILER LANGUAGE CONSISTS OF 24 FUNCTION WORDS WHICH ARE DIVIDED INTO THREE GROUPS. THE LARGEST IS A BASIC GROUP OF TEST FUNCTIONS FOR THE RELATIVELY UNTRAINED USER. DEBUGGING AN EQUIPMENT TEST PROGRAM IS MUCH MORE COMPLEX THAN NORMALLY ENCOUNTERED BY COMPUTER PROGRAMMERS BECAUSE THE INTERACTION OF PROGRAM AND HARDWARE IN AUTOMATIC EQUIP-' MENT TESTING DOES NOT CATEGORIZE DEBUGGING PROBLEMS SIMPLY.

0432 MERCER, V. S. FRANKLIN, F. E. LOWENSTEIN, R. A.
THE TEXT90 SYSTEM.'
DATAMATION VOL. 12, 10. OCTOBER, 1966. 4P.
SYSTEM/360, DOCUMENTATION, CODES, ANALYZES

WITH THE ADVENT OF SYSTEM/360, TECHNICAL PUBLICATIONS GROUPS AT IBM WERE CONFRONTED WITH THE PROBLEM OF PROVIDING COMPLETE, ACCURATE, AND COMPREHENSIBLE DOCUMENTATION AT THE TIME OF SYSTEM ANNOUNCEMENT. ULTIMATELY, THIS PROBLEM WAS REDUCED BY A COMPUTER-ASSISTED SYSTEM KNOWN AS TEXT90. IN ESSENCE THE SYSTEM CREATES A MASTER RECORD OF A MANUSCRIPT THAT CAN BE COMPUTER PROCESSED AND CAN BE CHANGED RAPIDLY.

INPUT TO TEXT90 IS PUNCHED CARDS AND THE TEXT90 LANG-' UAGE USES A FREE-FORM CONCEPT WHERE THE CODES AND THE LANG-' UAGE CAN BE PUNCHED ANYWHERE WITHIN THE 80 COLUMNS. INITI-' ALLY TEXT90 WAS DESIGNED FOR IMPLEMENTATION ON THE 7090 AND 1401. THE PORTION OF TEXT90 PERFORMED ON THE 7090 CONSISTS OF THREE SECTIONS-FILE MAINTENANCE, BUILD-A-LINE, AND BUILD-A-PAGE. BUILD-A-LINE ANALYZES EACH CHARACTER AND STORES THE LINE IN A LINE BUFFER. THE PAGE LAYOUT ROUTINE CONSTRUCTS THE PAGE BY COMBINING ELEMENTS FROM THREE WORK BUFFERS.

0433 MATHEWS, A. T.
KEEPING TABS ON 7,500 MIDDLE MANAGERS.'
PERSONNEL, VOL. 43, NO. 3, MAY-JUNE, 1966, 6 PAGES
TRAINING, PROGRAM, PERSONNEL, ORGANIZATION, ANALYSIS

EVEN THOUGH CANADIAN NATIONAL RAILWAYS SWITCHED TO A DECENTRALIZED FORM OF ORGANIZATION, THE COMPANY HAS SUCCESSFULLY DEVELOPED AN INTEGRATED MANAGEMENT INVENTORY AND DEVELOPMENT PROGRAM FOR ITS MIDDLE MANAGERS THROUGHOUT THE COMPANY.

THERE ARE FOUR PRINCIPAL PHASES IN THE PROGRAMS OPERATION.

COMPLETION OF THE BIOGRAPHICAL HISTORICAL DATA ON THE MASTER INVENTORY AND DEVELOPMENT RECORD FORM FOR EACH MIDDLE-MANAGEMENT EMPLOYEE.

AN ASSESSMENT OF POTENTIAL RECORDED ON THE MANAGEMENT ASSESSMENT OF POTENTIAL RECORD FORM FOR EACH MIDDLE--' MANAGEMENT EMPLOYEE.

SUMMARY AND ANALYSIS OF THE INVENTORY DATA BY DEPART-' MENTS ARE GIVEN.

REVIEW OF REPORT FINDINGS AND RECOMMENDATIONS IN TERMS OF MANAGEMENT DEVELOPMENT STRATEGY, TRAINING PROGRAMS, ETC.

0434 PETERSEN, CHARLES A., M.D.
WHY WOMEN STAY HOME, A COMPANY DOCTORS ANALYSIS.'
PERSONNEL, VOL. 43, NO. 3, MAY-JUNE, 1966, 8 PAGES
SUPERVISOR, PERSONNEL, MEDICAL, JOB, CONTROLLED, ANALYSIS

THE MEDICAL DIRECTOR OF MAXWELL HOUSE DISCUSSES THE SPECIAL PROBLEMS AND NEEDS OF WOMEN WORKERS AND SUGGESTS BETTER WAYS OF DEALING WITH THEM TO REDUCE ABSENTEEISM.

ABSENCES IN THE FIRST YEARS OF EMPLOYEMNT OFTEN STEM FROM OTHER OBLIGATIONS, SOCIAL AND DOMESTIC, YET ALL THE WHILE AN EXTREME EFFORT IS MADE TO HOLD ON TO THE JOB. THIS IS THE PROPER TIME FOR REALISTIC, INTELLIGENT, COMMON-SENSE APPRAISAL BY MANAGEMENT OF THE NEW EMPLOYEE, PARTICULARLY IN TERMS OF SUITABILITY TO THE JOB.

SOME OF THE REASONS FOR ABSENCES DISCUSSED BY DR. PETERSEN ARE PREMENSTRUAL TENSION, MENOPAUSE AND ASSOCIATED PROBLEMS, DEGENERATIVE DISEASES, CANCER.

THE AUTHOR EMPHASIZES THAT THE WORKING ENVIRONMENT CAN AND SHOULD BE ITSELF AN INCENTIVE WITH CLEAN AIR, CONTROLLED NOISE, PROPER LIGHTING, AND PLEASANT SURROUNDINGS.

THE ROLE OF THE SUPERVISOR IN RELATION TO ABSENCES IS ALSO DISCUSSED.

0435 ULLMAN, JOSEPH C.
EMPLOYEE REFERRALS, PRIME TOOL FOR RECRUITING WORKERS.'
PERSONNEL, VOL. 43, NO. 3, MAY-JUNE, 1966, 6 PAGES
RECRUITING, PERSONNEL, COUNSELORS

NEW EVIDENCE THAT EMPLOYEE REFERRALS ARE OFTEN AN EMPLOYERS BEST BET IN RECRUITING IS DRAWN FROM A THREE--' YEAR STUDY OF THE CHICAGO LABOR MARKET CONDUCTED BY THE UNIVERSITY OF CHICAGO.

THE EVIDENCE OF BOTH THE EMPLOYER INTERVIEWS IN THIS STUDY AND THE ATTRITION RATE DATA INDICATES THAT EMPLOYERS USUALLY GET BETTER APPLICANTS FROM EMPLOYEE REFERRALS THAN FROM OTHER SOURCES. THE VALUE TO THE EMPLOYER OF SUCH PRESCREENING BY A PERSON WHO HAS CONSIDERABLE KNOWLEDGE OF THE EMPLOYERS NEEDS IS ALSO INDICATED BY THE EFFORTS OF COMPANIES TO DEVELOP CLOSE CONTACTS WITH INDIVIDUAL COUNSELORS AT AGENCIES. IN BOTH CASES, THE EMPLOYERS ARE ABLE TO REDUCE THE COST OF ASSESSING APPLICANT QUALITY.

0436 NOVAK, RALPH S.
WE ARE WASTING OUR MANAGEMENT RESOURCES.'
PERSONNEL, VOL. 43, NO. 3, MAY-JUNE, 1966, 7 PAGES
PERSONNEL, MAKING, JOBS

A GROWING NUMBER OF EXECUTIVES ARE REACHING THE CONCLUSION THAT THE SHORTAGE OF MANAGERIAL TALENT IS MORE APPARENT THAN REAL, THAT, IN FACT, THE PROBLEM IS LARGELY OF OUR OWN MAKING. IT IS TIME TO SET ASIDE ARTIFICIAL QUALIFICATIONS, IRRATIONAL PREJUDICES, AND UNREASONING PRECONCEPTIONS AND EXTEND OUR SEARCH FOR MANAGEMENT TALENT TO INCLUDE GROUPS WE MAY HAVE IGNORED OR FAILED TO SEE BEFORE.

NOT ALL POSITIONS CAN BE FILLED FROM WITHIN A COMPANY, BUT MANAGEMENT SHOULD BE WILLING TO TAKE A CALCULATED RISK AND GIVE CAPABLE MEN WITHIN THE COMPANY A CHANCE TO PROVE THEMSELVES IN RESPONSIBLE POSITIONS. WOMEN IN BUSINESS AND INDUSTRY CONSTITUTE THE LARGEST SINGLE SOURCE OF POTENTIAL MANAGERIAL TALENT THAT HAS BEEN ALL BUT IGNORED BY U.S. BUSINESS. NEGROES HAVE TRADITIONALLY BEEN EMPLOYED IN LOWER-LEVEL JOBS. OTHERS DISCRIMINATED AGAINST ARE JEWS, CATHOLICS, RETIRED MILITARY MEN, AND AGE EXTREMES.

0437 SCHUSTER, JAY R.
JOB EVALUATION AT XEROX, A SINGLE SCALE REPLACES FOUR.'
PERSONNEL, VOL. 43, NO. 3, MAY-JUNE, 1966, 5 PAGES
SUPERVISORS, SELECTED, PROGRAM, PERSONNEL, JOB-EVALUATION, ANALYSIS

XEROX CORPORATION HAS SCRAPPED ITS FOUR JOB-EVALU-' ATION SCALES AND WORKED OUT A SINGLE SCALE TO MEASURE JOBS EQUITABLE IN SPITE OF THEIR DISSIMILARITIES.

A FIRST STEP IN SETTING UP THE NEW PROGRAM WAS THE DELEGATION OF RESPONSIBILITIES FOR ON-THE-JOB ANALYSIS AND PRELIMINARY POSITION RATINGS, NOT TO CORPORATE STAFF MEMBERS, BUT TO PERSONNEL REPRESENTATIVES WHO REPORT TO LINE MANAGERS IN THE VARIOUS FUNCTIONAL AREAS. A MAJOR ADVANTAGE OF PARTICIPATION BY FUNCTIONAL AREA REPRESEN-' TATIVES WAS THEIR CLOSER ASSOCIATION WITH POSITIONS IN THEIR AREAS, WHICH GAVE THEM A BETTER VIEW OF THE VARIOUS DUTIES AND RESPONSIBILITIES. TEN FACTORS REQUIRED TO RATE THE SELECTED POSITIONS WERE IDENTIFIED AND DESCRIBED. FACTOR WEIGHTING WAS BASED ON LINE SUPERVISORS PERCEPTIONS OF THE RELATIVE IMPORTANCE OF EACH TO XEROX. EACH FACTOR WAS DIVIDED INTO CLEARLY IDENTIFIABLE VALUE LEVELS. FIGURES.

0438 CONNIE, A. R. CALDERWOOD, J. H.
FEEDBACK IN ACCIDENT CONTROL.'
OPERATIONAL RESEARCH QUARTERLY VOL. 17, 3. SEPTEMBER, 1966. 9P.
INFORMATION, CONTROL

IT IS ARGUED THAT ACCIDENTS ARE THE PRODUCT OF A BAS-' ICALLY SIMPLE CLOSED-LOOP PROCESS. THE FORWARD CAUSAL CHAIN IS ESSENTIALLY OBSERVATIONS - DECISIONS - ACCIDENTS, THE RELATIONSHIP BETWEEN DECISIONS AND ACCIDENTS BEING A STO-' CHASTIC ONE. THE LOOP IS CLOSED BY THE FEEDBACK OF INFORM-'

ATION FROM DECISIONS TO OBSERVATIONS.
THE EFFECT ON A HAZARDOUS ACTIVITY OF A CHANGE IN ITS PROPERTIES, SUCH AS THE INTRODUCTION OF A SAFETY MEASURE, CAN BE WIDELY DIFFUSED BOTH IN TIME AND SPACE. IT IS SUG-' GESTED THAT MATERIAL CAUSES OF ACCIDENTS MAY DETERMINE THE DISTRIBUTION OF ACCIDENTS WITHOUT GREATLY AFFECTING THEIR TOTAL NUMBER. AN OPERATIONAL GAME IS PROPOSED FOR INVESTI-' GATING THE EXTENT TO WHICH SUBJECTS PLAYING THE GAME REGU-' LATE THE LEVEL OF RISK OF INCURRING A PENALTY WHICH THEY ALLOW THEMSELVES TO TAKE.

0439
-TALK- SYSTEN EASES EXECUTIVE PAPERWORK.'
BUSINESS AUTOMATION VOL. 13, 11. NOVEMBER, 1966. 3P.
PERSONNEL, DOCUMENTATION, ADMINISTRATORS
PROVIDING COMMUNICATIONS AND DETAILED DOCUMENTATION PROMPTLY, EFFICIENTLY AND ECONOMICALLY IS ONE OF THE FUNC-' TIONS OF A DICTATION SYSTEM USED AT WYMAN-GORDON CO. A SECOND FUNCTION IS TO FREE SKILLED SALES, ENGINEERING, AND PRODUCT PEOPLE FROM PAPERWORK.
THE HEART OF THE -TALK- SYSTEM WHICH EXPEDITES COM-' MUNICATIONS ABOUT ALL THEIR PROJECTS IS AN EDISON MERCURY II TELEVOICE DICTATION NETWORK. IT PLACES DICTATION AND MESSAGE FACILITIES WITHIN PHONE REACH OF ALL PRODUCT SALES AND SERVICE MANAGERS, SALES COORDINATORS, MARKETING, AND SALES ADMINISTRATORS. BY DIALING THE APPROPRIATE NUMBER, THE MANAGER IS CONNECTED WITH A CENTRAL RECORDING AND TRANS-' CRIBING SECTION. IMMEDIATELY UPON TRANSCRIPTION THE WORK IS RETURNED TO THE DICTATOR FOR SIGNATURE AND THEN SENT OUT IN ONE OF THE SPECIAL MAIL PICKUPS. FOR THE SALES PERSONNEL ON THE RUN, THE FIRM MAKES USE OF EDISON VOICEWRITER CUSTOMER TRAVEL SERVICE-MAILING COMPLETED DISCS TO THE HOME OFFICE.

0440 WALSH, ROBERT J.
CONTROLLING LABOR COSTS THROUGH WORK MEASUREMENT.'
PERSONNEL, VOL. 43, NO. 3, MAY-JUNE, 1966, 4 PAGES
PROGRAM, JOB, CONTROLLING, ANALYSIS
THE SINGER COMPANYS 63 FACILITIES ARE TOTTING UP SOME IMPRESSIVE RECORDS IN PAYROLL SAVINGS AS A DIRECT RESULT OF A WORK MEASUREMENT PROGRAM LAUNCHED THREE YEARS AGO. SINGER INITIATED A STANDARDIZED LABOR MEASUREMENT PROGRAM THAT WOULD NOT BE BOGGED DOWN BY PRODUCT DIVERSITY, LANGUAGE BARRIERS, INTERNATIONAL ACCEPTANCE, OR APPLICATION DIFFI-' CULTIES, METHODS-TIME MEASUREMENT AND METHODS-TIME MEASUREMENT GENERAL PURPOSE DATA.
THE MTM CONCEPT IS THAT ANY MANUAL OPERATION CAN BE BROKEN DOWN INTO A NUMBER OF BASIC MOTIONS, SUCH AS REACH, GRASP, MOVE, POSITION, RELEASE, ETC., WITH EACH SUBDIVIDED INTO TIME UNITS ACCORDING TO DISTANCE, COMPLEXITY, AND SO FORTH. EACH OF THE MOTIONS HAS BEEN MEASURED COUNTLESS TIMES AND AN AVERAGE TIME HAS BEEN ARRIVED AT AS A CONSTANT FACTOR. A JOB ANALYSIS IS DONE TO FIND THE MOST EFFICIENT WAY TO DO IT. GPD RECOGNIZES THAT CERTAIN MOTIONS AND JOB PATTERNS REPEAT AND CAN BE BUNCHED TOGETHER.

0441 NATHAN, FREDERICK H.
RX FOR THE BALKANIZED CORPORATION.'
PERSONNEL, VOL. 43, NO. 3, MAY-JUNE, 1966, 6 PAGES
RESPONSIBILITIES STRUCTURE-ORGANIZATION
THE VARIOUS SEGMENTS OF A COMPLEX CORPORATE ORGANI-' ZATION TEND TO WITHDRAW INTO THEIR PRIVATE WORLDS, CONDUCT-' ING THEIR ACTIVITIES AS IF THEY WERE INDEPENDENT ENTITIES. THE AUTHOR DISCUSSES A FORMAL STRUCTURE DESIGNED TO BE A BUILT-IN MECHANISM FOR ESTABLISHING ORGANIZATIONAL HARMONY ON A CONTINUING BASIS.
THE -LINKING PRINCIPLE- IS APPLIED TO TWO OR MORE OFFICIALS OR GROUPS THAT ARE HORIZONTALLY RELATED. THE LINKING CAN BE ACHIEVED BY USING THE DEVICE OF MULTIPLE MEMBERSHIP OR ALLEGIANCE, IN OTHER WORDS, GIVING AN INDIVIDUAL SIMULTANEOUS RESPONSIBILITIES TO DIFFERENT EXECUTIVES OR ORGAINZATIONAL GROUPS THAT INTERACT IM-' PORTANTLY ON THE SAME LEVEL.
SOME CONDITIONS UNDER WHICH SUCH AN ARRAGEMENT WOULD PROVE USEFUL ARE A NEED FOR INTERGROUP COLLABORATION THAT, FOR SOUND REASONS, IS NOT BEING MET BY MORE CONVENTIONAL MEANS, GROUPS RETAIN IDENTITY, AND GOOD WILL ALREADY EXISTS.

0442 MAYNARD, H. B.
HOW TO CHOOSE A CONSULTANT.'
INTERNATIONAL MANAGEMENT, VOL. 21, NO. 10,
OCT. 1966, PAGES 42-43.
SELECTING, JOB
THE AUTHOR STATES THAT THERE ARE MANY ADVANTAGES TO HAVING SOMEONE FROM THE OUTSIDE TAKE A FRESH VIEW OF YOUR PROBLEMS. HOWEVER, BEFORE YOU MOVE, YOU MUST MAKE SURE YOU ARE SELECTING THE RIGHT EXPERT FOR THE JOB.
SOME OF THE REASONS WHICH CALL FOR SPECIALIZED EXPERT ADVICE INCLUDE GETTING A NEW APPROACH ON YOUR PROBLEMS, TEMPORARY PROJECTS, AND SPECIAL SYSTEMS.
A LIST OF FIVE TIMES TO CALL IN AN EXPERT IS INCLUDED IN THE ARTICLE.

0443 PALDA, KRISTIAN S.
HYPOTHESIS OF A HEIRARCHY OF EFFECTS AN EVALUATION
JOURNAL OF MARKETING RESEARCH, VOL. 3, NO. 1, FEB., 1966,
11 PAGES
EVALUATION, ANALYZED
A WIDESPREAD HYPOTHESIS IN ADVERTISING IS THAT A -HIERARCHY OF EFFECTS- FOLLOWS UPON AN INDIVIDUALS PER-' CEPTION OF AN ADVERTISING MESSAGE AND BEFORE HE BUYS. ATTENTION, INTEREST, DESIRE, ACTION. PUBLISHED EMPIRICAL EVIDENCE ON THIS IS EXAMINED FIRST, THEN TWO SETS OF COMMERCIAL RESEARCH DATA ARE ANALYZED STATISTICALLY. THE EMPHASIS IS ON SALES AS THE RELEVANT CRITERION, LITTLE SUPPORT IS FOUND FOR THE HYPOTHESIS.

0444 GREEN, PAUL E. HALBERT, MICHAEL H. ROBINSON, PATRICK J.
CANONICAL-ANALYSIS AN ILLUSTRATIVE APPLICATION
JOURNAL OF MARKETING RESEARCH, VOL. 3, NO. 1, FEB., 1966,
8 PAGES
TEST METHOD
SPECIFIC MULTIVARIATE STATISTICAL TECHNIQUES, SUCH AS FACTOR ANALYSIS AND DISCRIMINATORY ANALYSIS, ARE FINDING INCREASING APPLICATION IN MARKETING RESEARCH INVESTIGATIONS. CANONICAL ANALYSIS, A LESS WELL-KNOWN MULTIVARIATE TECH-' NIQUE, IS AN APPROPRIATE PROCEDURE TO USE WHEN SETS OF CRITERION AND PREDICTOR VARIABLES ARE TO BE CORRELATED. THIS ARTICLE DESCRIBES THE OBJECTIVE OF CANONICAL ANALYSIS, ITS RELATIONSHIP TO OTHER MULTIVARIATE TECHNIQUES AND THE MAJOR LIMITATIONS OF THE METHOD. THE PROCEDURE IS APPLIED TO A PROBLEM INVOLVING THE RELATIONSHIP OF CERTAIN BE-' HAVIORAL MEASURES TO PERSONALITY TEST SCORES.

0445 MORRISON, DONALD G. FRANK, RONALD E. MASSY, WILLIAM F.
A NOTE ON PANEL BIAS.'
JOURNAL OF MARKETING RESEARCH, VOL. 3, NO. 1, FEB., 1966,
4 PAGES
MAKING, ANALYZING
IN ANALYZING CONTINUOUS CONSUMER PANELS FOR MAKING MARKETING DECISIONS, ONE MUST MAKE SOME ASSUMPTIONS ABOUT HOW ACCURATELY THE PANEL REPRESENTS THE TOTAL POPULATION OF CONSUMERS. YET VERY LITTLE WORK HAS BEEN PUBLISHED ON THE REPRESENTATIVENESS OF CONSUMER PANELS. THIS ARTICLE DEALS WITH A LIMITED ASPECT OF THE PROBLEM, THE EFFECT OF THE LENGTH OF TIME CONSUMERS HAVE BEEN IN THE PANEL ON THEIR PURCHASING CHARACTERISTICS. TENTATIVE HYPOTHESES ARE FORMULATED ON THE BASIS OF SOME EMPIRICAL DATA AND SUGGESTIONS FOR FUTURE STUDIES ARE GIVEN.

0446 SCHWARTZ, H. A. LONG, H. S.
INSTRUCTION BY COMPUTER.'
DATAMATION VOL. 12, 9. SEPTEMBER, 1966. 8P.
PROGRAMS, CODES
COMPUTER-ASSISTED INSTRUCTION APPEARS TO OFFER SOME DISTINCT ADVANTAGES OVER MANY PRESENT TECHNIQUES OF IN-' STRUCTION. THIS PAPER EXPLORES SOME OF THESE ADVANTAGES.
AT THE PRESENT TIME THE IBM 1050 DATA COMMUNICATIONS TERMINAL SERVES AS THE INPUT-OUTPUT DEVICE FOR BOTH STUDENTS AND AUTHORS. COURSES ARE WRITTEN BY THE AUTHOR IN AN EASY TO LEARN LANGUAGE KNOWN AS COURSEWRITER. THE STUDENT COMMUNI-' CATES WITH THE -AUTHOR- BY MEANS OF A TELEPHONE DATA SET. THE AUTHOR COMMUNICATES TO THE STUDENT FROM HIS OWN TERMINAL USING MNEMONIC OPERATIONS CODES DEFINED IN THE COURSEWRITER LANGUAGE. DATA COLLECTION AND THE QUICK UPDATE CAPABILITIES OF THE SYSTEM HAVE PROFOUND IMPLICATIONS FOR THE CONSTRUC-' TION OF INSTRUCTIONAL PROGRAMS. AN AUTHOR CAN INTERROGATE THE SYSTEM AND OBTAIN A COMPLETE RECORD OF EACH STUDENTS PERFORMANCE. FROM THIS, THEN HE CAN DETERMINE IF CHANGES ARE NECESSARY.

0447 HELMAN, E. J.
THE FACILITIES APPROACH TO SYSTEM CONVERSION.'
DATA PROCESSING, VOL. 8, NO. 10, OCT. 1966, 3 PAGES.
OPTIMUM, INFORMATION
THE FACILITIES OBJECTIVE IN SYSTEM CONVERSION IS TO PROVIDE THE BEST POSSIBLE LAYOUT FOR THE NEW OPERATION, TOGETHER WITH AN OPTIMUM RELATIONSHIP BETWEEN WORK FLOW, MATERIAL VOLUME, AND HARDWARE LOCATION.
THE SPACE AND INFORMATION SYSTEMS DIVISION OF NAA USES AN ELEMENTAL APPROACH IN PROBLEM SOLVING TO DETAIL THE REQUIRED STEPS FOR CONVERSION WITHIN AN EXISTING FACILITY.
OUTLINED IN THIS ARTICLE ARE EXAMPLES DESIGNED TO ACHIEVE THE BEST COMBINATION OF MEN, MATERIALS, AND MACHINES.

0448 ROTHERY, BRIAN
THE INFORMATION SPECIALIST.'
DATA PROCESSING, VOL. 8, NO. 10, OCT. 1966, 2 PAGES
RETRIEVAL COMMUNICATION
THIS ARTICLE PROVIDES A LOOK AT A NEW CLASS OR GROUP OF HAS EMERGED TO DEAL WITH THE PROBLEMS OF INFORMATION. STRADDLING THE TECHNICAL SPECIALISTS AND THE NONTECHNICAL LAYMAN, THESE PEOPLE ARE APPROACHING THE PROBLEMS OF BUSINESS AND INFORMATION WITH SOME STARTLING NEW TOOLS AND DEVICES.
THE ROLE OF THESE INFORMATION SPECIALISTS IS DISCUSSED BRIEFLY.

0449 BEMER, ROBERT W.
ECONOMICS OF PROGRAMMING PRODUCTION.'
DATAMATION VOL. 12, 9. SEPT., 1966. 4P.
PROGRAM, DOCUMENTATION, CONTROL
SOFTWARE, CONSIDERED AS A PRODUCT, IS SUBJECTED TO NORMAL PRODUCTION METHODS THAT MAXIMIZE EFFECTIVE UTILIZA-' TION OF PROGRAMMER AND COMPUTER TIME, AND PROVICE COST RE-' DUCTIONS FOR ALL APPLICATIONS. AMONG THE AREAS OF PROGRAM-' MING DISCUSSED HERE ARE DOCUMENTATION, STANDARDS, DESIGN, PRODUCTION CONTROL, DIAGNOSTICS, AND QUALITY CONTROL.
ALL PROGRAMMERS SHOULD BE OBLIGED TO INITIALLY WRITE DOWN IN A FORMAL MANNER THE ANSWERS TO SUCH QUESTIONS AS-WHAT IS THE PURPOSE OF MY PROGRAM, THE INPUTS AND OUTPUTS AND THEIR FORMS. THE PROCESSES TO APPLY TO THE INPUTS, WHAT IS THE INVENTORY OF MY TOOLS, ETC. ANOTHER MAJOR WAY OF LOWERING PROGRAMMING COSTS IS TO BETTER THE COMMUNICATION BETWEEN CONTRIBUTING PROGRAMMERS. DIAGNOSTIC METHODS MUST USE THE CAUSE AND EFFECT METHOD RATHER THAN TRACING THROUGH THE PROGRAM. THIS MEANS THE PROGRAMMER MUST DEVELOP THE SCIENTIFIC METHOD OF -DESIGN OF EXPERIMENT.- THE FIRST PRO-' CESS HERE IS TO ISOLATE THE MALFUNCTION.

0450 AUSTER, DONALD
ATTITUDE CHANGE AND COGNITIVE DISSONANCE.'
JOURNAL OF MARKETING RESEARCH, VOL. 2, NO. 4, NOV., 1965,
5 PAGES
CONTROLLED, ANALYSIS
THE COMPARATIVE EFFECT OF FACTUAL AND IDEOLOGICAL PROPAGANDA WAS INVESTIGATED BY MEANS OF A CONTROLLED EXPERIMENT IN WHICH MATCHED GROUPS WERE EXPOSED TO FILMS EXEMPLIFYING THESE PERSUASIVE TECHNIQUES. RESULTS DIS-' CLOSED THE GREATER INFLUENCE OF THE IDEOLOGICAL FILM, WHICH WAS ALSO THE LEAST LIKED. FURTHER ANALYSIS PROVIDED EMPIRICAL SUPPORT FOR COGNITIVE DISSONANCE AS AN EXPLA-'

NATION.

0451 FRANK, RONALD E. MASSY, WILLIAM F. MORRISON, DONALD G.
BIAS IN MULTIPLE DISCRIMINANT ANALYSIS.'
JOURNAL OF MARKETING RESEARCH, VOL. 2, NO. 3, AUGUST, 1965, 9 PAGES
TESTS, ANALYSIS, REGRESSION
SAMPLE ESTIMATES OF PREDICTIVE POWER IN N-WAY DIS-' CRIMINANT ANALYSIS ARE LIKELY TO BE SUBJECT TO A STRONG UPWARD BIAS. THIS BIAS OCCURS BECAUSE THE DISCRIMINANT TECHNIQUE TENDS TO FIT THE SAMPLE DATA IN WAYS THAT ARE SYSTEMATICALLY BETTER THAN WOULD BE EXPECTED BY CHANCE, EVEN IF THE UNDERLYING POPULATIONS ARE IDENTICAL, I.E., NO PREDICTIVE POWER TRULY EXISTS. SAMPLE TESTS OF PRE-' DICTIVE POWER AGAINST CHANCE MODELS ARE OFTEN INVALID, AND NO SIMPLE METHODS OF ADJUSTING FOR THE BIAS ARE AVAILABLE, AS IN THE ANALOGOUS CASE OF MULTIPLE REGRESSION. THE NATURE AND CAUSES OF SAMPLE BIAS ARE DISCUSSED, AND TWO VALIDATION PROCEDURES ARE PRESENTED AND ILLUSTRATED THAT CAN BE USED TO OBTAIN REALISTIC ESTIMATES OF PRE-' DICTIVE POWER IN DISCRIMINANT ANALYSIS.

0452 GREEN, PAUL E. HALBERT, MICHAEL H. ROBINSON, PATRICK J..
AN EXPERIMENT IN PROBABILITY ESTIMATION.'
JOURNAL OF MARKETING RESEARCH, VOL. 2, NO. 3, AUGUST, 1965, 8 PAGES
MAKING, INFORMATION, DECISION
WHILE THE ACTIVITY OF MARKETING RESEARCH CAN BE FRUITFULLY VIEWED WITHIN A STATISTICAL DECISION THEORETIC MODEL, RELATIVELY LITTLE IS KNOWN CONCERNING THE DESCRIP-' TIVE ASPECTS OF HOW PEOPLE, MANAGERS OR CONSUMERS, REVISE PROBABILITIES IN THE LIGHT OF NEW INFORMATION. THIS PAPER REPORTS THE RESULTS OF A BEHAVIORAL STUDY IN PROBABILITY REVISION, AND THE IMPLICATIONS OF THESE FINDINGS FOR THE OPERATIONAL USE OF DECISION THEORETIC CONCEPTS IN PRE-' SCRIPTIVE AND DESCRIPTIVE CHOICE MAKING MODELS.

0453 SUDMAN, SEYMOUR GREELEY, ANDREW PINTO, LEONARD
THE EFFECTIVENESS OF SELF ADMINISTERED QUESTIONNAIRES.'
JOURNAL OF MARKETING RESEARCH, VOL. 2, NO. 3, AUGUST, 1965, 5 PAGES
INTERVIEW QUESTIONNAIRE MEASUREMENT SURVEYS
THE USE OF SELF ADMINISTERED QUESTIONNAIRES IN CON-' JUNCTION WITH PERSONAL INTERVIEWS IS AN EFFECIENT DATA COLLECTION PROCEDURE WHICH ACHIEVES A HIGH COOPERATION RATE, ESPECIALLY FROM TEENAGERS. THIS ARTICLE DESCRIBES THE COSTS AND COOPERATION RATES OF ALTERNATIVE METHODS ATTEMPTED IN AN NORC EXPERIMENT, AND COMPARES THE RE-' SPONSES FOR THE SELF ADMINISTERED QUESTIONNAIRE AND THE PERSONAL INTERVIEW.

0454 DOLLECK, S. FASTEAU, H. H.
COMPUTERIZED GEOGRAPHIC CODING.'
DATA PROCESSING, VOL. 8, NO. 10, OCT. 1966, 3 PAGES.
INFORMATION, CODING
THIS ARTICLE REPORTS HOW THE CENSUS BUREAU DEALT WITH THE PROBLEM OF SUMMARIZING INFORMATION BY GEOGRAPHIC CODING.
USERS OF STATISTICS MUST HAVE SPECIFIC GEOGRAPHIC INFORMATION CONCERNING SUCH MATTERS AS THE EXACT LOCATION OF BUSINESS FIRMS, WHERE DOLLAR VOLUMES OF SALES ARE AMASSED, WHAT THINGS ARE MANUFACTURED IN WHICH AREA, AND EXACTLY HOW MANY PEOPLE LIVE WHERE. THROUGH THE YEARS, THE U.S. BUREAU OF CENSUS HAS TRIED MANY METHODS TO OBTAIN THIS INFORMATION. ITS LATEST METHOD IS DESCRIBED IN THE ARTICLE.

0455 DELANEY, WM. A.
PREDICTING THE COSTS OF COMPUTER PROGRAMS.'
DATA PROCESSING, VOL. 8, NO. 10, OCT. 1966, 3 PAGES.
PROGRAM, DOCUMENTATION, CODING, ANALYSIS
THIS ARTICLE PRESENTS A METHOD FOR ESTIMATING COSTS OF COMPLTER PROGRAMMING AND PREPARING SCHEDULES FOR COMPUTER RUNS.
THE AUTHOR DIVIDES THE TYPICAL COMPUTER PROGRAM INTO FIVE STAGES, ANALYSIS AND PROBLEM DEFINITION, PROGRAM DESIGN, CODING, CHECKOUT, AND DOCUMENTATION. THE PROGRAMMING MANAGER SHOULD SET UP REASONABLE TARGET DATA OR MILESTONES FOR EACH OF THESE PHASES.
EXAMPLES OF ESTIMATING COST AND SCHEDULING WHEN CONSIDERING THESE FIVE PHASES ARE INCLUDED IN THE ARTICLE.

0456 RIDAY, JOHN W.
PROBLEMS IN FINDING QUALIFIED EMPLOYEES.'
BANKING, VOL. 59, NO. 5, NOV. 1966, 3 PAGES.
PERSONNEL, RECRUITMENT
THIS ARTICLE RELATES SOME OF THE COMMENTS RECIEVED IN REPLY TO A SURVEY CONDUCTED BY BANKING. THE SURVEY DEALT WITH THE PROBLEM OF FINDING ABLE AND QUALIFIED PERSONNEL.
OF 222 RESPONDENTS, ALMOST TWO-THIRDS SAID THEY WERE EXPERIENCING DIFFICULTIES IN FINDING QUALIFIED PERSONNEL AT ONE LEVEL OR ANOTHER. CLERICAL HELP, MANAGEMENT TRAINEES, TELLERS, AND OTHERS ARE SOME OF THE PERSONNEL FOUND SCARCE.

0457 SHAW, CHRISTOPHER J.
ASSEMBLE OR COMPILE.'
DATAMATION VOL. 12, 9. SEPT., 1966. 4P.
TRAINING, PROGRAM
IN THIS ARTICLE SHAW REVEALS HIS THOUGHTS ON THE RELA-' TIVE MERITS OF PROCEDURE LANGUAGES AND ASSEMBLY LANGUAGES. THE AREAS DISCUSSED ARE PROGRAMMER TRAINING, PROGRAM PRO-' DUCTION AND MAINTENANCE, PROGRAM COMMUNICATION AND TRANSFER, AND PROGRAM EXECUTION.
SHAW DISAGREES WITH THE FREQUENTLY MADE CLAIM THAT PROCEDURE-ORIENTED LANGUAGES ARE EASIER TO LEARN THAN MACHINE-ORIENTED ASSEMBLY LANGUAGES. ASSEMBLY-LANGUAGE SYN-' TAX STAYS PRETTY MUCH THE SAME FROM ONE LANGUAGE TO THE NEXT AND IT IS BASICALLY SIMPLE. ALTHOUGH PROCEDURE LANGUAGES REDUCE SIGNIFICANTLY THE AMOUNT OF EFFORT NEEDED FOR PRO-' GRAM PRODUCTION AND MAINTENANCE, NO COMPILER YET CAN MATCH THE BEST EFFORTS OF A SKILLED ASSEMBLY-LANGUAGE PROGRAMMER IN CONSERVING COMPUTER TIME AND STORAGE SPACE. PROCEDURE LANGUAGES, THOUGH, IMPROVE COMMUNICATION OF ALGORITHMS BE-' TWEEN PROGRAMMERS AND GREATLY FACILITATE THE TRANSFER OF PROGRAMS BETWEEN DIFFERENT COMPUTER TYPES.

0458
THE LABOR MARKET IN AN EXPANDING ECONOMY.'
FEDERAL RESERVE BULLETIN VOL. 52, 10. OCTOBER, 1966. 12P.
MANPOWER, UNEMPLOYMENT
THE LABOR MARKET TIGHTENED SIGNIFICANTLY THIS PAST YEAR AS OUTPUT CONTINUED TO EXPAND. AS A RESULT OF THE WIDESPREAD DEMAND FOR MANPOWER, THE UNEMPLOYMENT RATE DECLINED- FALLING BELOW 4 PERCENT FOR THE FIRST TIME IN ALMOST A DECADE.
IN DURABLE GOODS MANUFACTURING, ESPECIALLY THE DEFENSE AND DEFENSE-RELATED SECTORS, EMPLOYMENT GAINS HAVE BEEN FASTER THAN FOR THE ECONOMY AS A WHOLE. THE LARGE DEMAND FOR LABOR HAS BEEN MET BY THE GROWTH IN TEENAGERS AND WOMEN IN THE LABOR FORCE AND A DECLINE IN THE UNEMPLOYMENT OF MEN. TODAY, NEARLY 2 OUT OF 5 ADULT MEN ARE NOW EITHER EMPLOYED OR SEEKING WORK IN THE ECONOMY. WHILE THERE WAS A MODERATE REDUCTION IN THE UNEMPLOYMENT OF WHITE TEEN-AGE WORKERS, UNEMPLOYMENT AMONG NON-WHITE TEENAGERS INCREASED OVER THE YEAR. WHILE WAGES WERE UP 4 PERCENT FROM A YEAR EARLIER IN MANUFACTURING, IN MOST NONMANUFACTURING INDUST-' RIES, HOURLY EARNINGS HAVE RISEN FASTER. ON FEB. 1, 1967, THE MINIMUM HOURLY WAGE WILL BE RAISED TO 1.40.

0459
DOES BUSINESS DISCRIMINATE AGAINST EMPLOYEES ABOVE 45.'
BUSINESS MANAGEMENT VOL. 31, 2. NOV. , 1966. 3P.
RULE, JOB
DESPITE ALL THE REPORTS THAT COMPANIES WILL NOT HIRE PEOPLE OLDER THAN 45, AMERICAN BUSINESS LOOKS WITH FAVOR ON THE MIDDLE-AGED EMPLOYEE. THIS IS THE IMPORTANT CONCLUSION TO BE DRAWN FROM A RECENT BUSINESS MANAGEMENT SURVEY CON-' DUCTED ON CORPORATE HIRING AND RETIREMENT POLICIES.
THE CRUCIAL EVIDENCE SHOWS THAT NEARLY TWO-THIRDS OF THE COMPANIES REPORT AT LEAST 20 PERCENT OF THEIR WORK FORCE IS 45 OR OLDER. THUS, ALMOST HALF THINK OLDER EMPLOYEES ARE MORE EFFICIENT AND PRODUCTIVE, ON THE WHOLE, THAN EMPLOYEES UNDER 45. SOME 49 PERCENT OF THE FIRMS WOULD GIVE AS MUCH CONSIDERATION TO AN EXECUTIVE JOB CANDIDATE, 55 OR OLDER, AS THEY WOULD TO A CANDIDATE 10 OR 20 YEARS YOUNGER, IF BOTH MEN SEEMED COMPETENT. AN EVEN BIGGER PERCENTAGE WOULD GIVE EQUAL CONSIDERATION TO A CANDIDATE, 55 OR OLDER, FOR A NON-EXECUTIVE POSITION. OTHER FIGURES INDICATE THAT 41 PERCENT OF THE FIRMS DO NOT EVEN HAVE A COMPULSORY RETIRE-' MENT RULE.

0460
HOW TO EASE INTO A MANAGEMENT INFORMATION SYSTEM.'
BUSINESS MANAGEMENT VOL. 31, 2. SEPTEMBER, 1966. 5P.
PLANNING, PERSONNEL, INFORMATION, DATA-PROCESSING
THE RAPID OBSOLENSCENCE OF COMPUTER HARDWARE, PLUS THE SHORTAGE OF TECHNICAL PERSONNEL, IS LEADING MANY COMPANIES TO TAKE A NEW LOOK AT DATA-PROCESSING. THIS ARTICLE EXPLORES WAYS TO AVOID HIGH EQUIPMENT, PERSONNEL, AND OVERHEAD COSTS FOR THE PRESENT WHILE PLANNING FOR AN INTEGRATED MANAGEMENT INFORMATION SYSTEM.
TO MAKE A SUCCESS OF A COMPANYS COMPUTER OPERATION, MANAGEMENT MUST FIRST DEFINE THE ULTIMATE GOALS, NOW. ONCE IT KNOWS WHAT IT WANTS, IT CAN USE THE STEP-BY-STEP APPROACH TO EDP. USING THE BUILDING-BLOCK APPROACH, ONE OF THE FIRST STEPS COULD BE THE USE OF A SERVICE BUREAU. EITHER A GEN-' ERALIZED OR A SPECIALIZED BUREAU. A NEW CONCEPT, THE IN-' FORMATION UTILITY MAY POINT THE WAY TO THE MANAGEMENT IN-' FORMATION SYSTEM OF THE FUTURE. THIS CONCEPT IS THAT OF A TIME-SHARED SYSTEM WHERE MANY SUBSCRIBERS USE THE SAME FA-' CILITY. THE ONLY ONE ESTABLISHED TO DATE IS KEYDATA CORP-' ORATION.

0461 VROOM, VICTOR H.
WHAT REALLY MOTIVATES EMPLOYEES.'
BUSINESS MANAGEMENT VOL. 31, 2. NOV., 1966. 6P.
SATISFACTION, ORGANIZATIONS, JOB
FOR THE FIRST TIME, SOCIAL SCIENTISTS ARE STUDYING CORPORATE COMPENSATION IN A BIG WAY. THE AUTHOR STUDIES THE THREE APPARENT ORGANIZATIONAL STRATEGIES FOR MOTIVATING EMPLOYEES AND REPORTS ON THEIR EFFECTIVENESS.
THE FIRST APPROACH, THE PATERNALISTIC APPROACH, IN-' VOLVES INCREASING THE AMOUNT OF REWARDS AND BENEFITS OF THE EMPLOYEES IN HOPES THAT IT WILL MAKE THEM MORE PRODUCTIVE WORKERS. THE STUDY SHOWS THAT THE PATERNALISTIC APPROACH OPERATES PRIMARILY ON JOB SATISFACTION AND NOT MOTIVATION. ANOTHER APPROACH, THE SCIENTIFIC MANAGEMENT APPROACH, BASES REWARDS IN DIRECT RELATIONSHIP TO THE ACCOMPLISHMENT OF THE INDIVIDUAL. IT HAS A DRAWBACK IN THAT IT IS NOT A UNIVERS-' ALLY APPLICABLE APPROACH. A FINAL APPROACH IS CALLED PART-' ICIPATIVE MANAGEMENT AND SEEKS TO CREATE CONDITIONS UNDER WHICH EFFECTIVE PERFORMANCE CAN BE THE GOAL. FROM HIS STUD-' IES THE AUTHOR RECOMMENDS AN EFFECTIVE INTEGRATION OF THE SCIENTIFIC AND PARTICIPATIVE MANAGEMENT APPROACHES.

0462 PUCNEY, BETTY ANN
BANKS ARE TAPPING A NEW LABOR POOL.'
BANKING, VOL.59, NO. 5, NOVEMBER, 1966, 1 PAGE.
TRAINING, PROGRAM
THIS ARTICLE VERY BRIEFLY DESCRIBES HOW A TRAINING PROGRAM IN NEW YORK CITY IS TRANSFORMING UNEMPLOYED, UNDERPRIVILEGED YOUTH INTO A NEW POTENTIAL FOR CLERICAL OCCUPATIONS IN BANKS.

0463 JORDAN, GLEN HIGGINS, DANIEL T.
PERFORMANCE MEASUREMENT FOR CLERICAL OPERATIONS.'
BANKING, VOL. 59, NO. 5, NOVEMBER, 1966, 3 P.
PROGRAM, CONTROL
IN THIS HYPOTHETICAL CASE STUDY, BASED ON ACTUAL EXPERIENCES WITH BANKS, THE AUTHORS REALISTICALLY

SIMULATE AN APPROACH TO IMPROVING CLERICAL OPERATIONS THROUGH USE OF PERFORMANCE STANDARDS PLUS A PROVISION FOR DEPLOYING CLERICAL FORCES TO MEET WIDELY FLUCTUATING WORKLOAD REQUIREMENTS.

IN THIS STUDY THE BANK MANAGEMENT INITIATED A PERFORMANCE MEASUREMENT PROGRAM TO INTRODUCE AN EFFECTIVE MEANS FOR THE CONTROL OF CLERICAL AND RELATED COSTS. THIS ARTICLE DISCUSSES THE GOALS OF THE PROGRAM AND HOW WELL THEY WERE MET.

0464 SECREST, FRED G.
FROM BOOKKEEPING TO DECISION THEORY.'
NATIONAL ASSOCIATION OF ACCOUNTANTS VOL. 48 NO. 4
DECEMBER, 1966 7 PAGES.
PLANNING, FORECASTING, DECISION, CONTROL, ANALYSIS

THIS ARTICLE USES THE EXPERIENCE OF FORD MOTOR COMPANY TO ILLUSTRATE EVOLUTIONARY DEVELOPMENT IN ACCOUNTING FROM THE TRADITIONAL TO THE PRESENT PHASE OF DEVELOPMENT. THE USE OF PERFORMANCE BUDGETS, EMPHASIS ON FORECASTING THE FUTURE, AND THE INTRODUCTION OF MISSION APPROACH TO EXPLAINING FI-' NANCIAL VARIANCES ARE POINTED OUT AS KEY ASPECTS OF FINAN-' CIAL PLANNING AND CONTROL.

THE ARTICLE DISCUSSES FOUR PRINCIPAL ATTRIBUTES OF THE NEW ASPECTS OF FINANCIAL MANAGEMENT. IT DRAWS THE ATTENTION OF FINANCIAL MANAGEMENT TO THE IMPLICATIONS OF THE COMPUTER, OPERATIONS RESEARCH, RISK, UNCERTAINTY AND SYSTEMS ANALYSIS. IT EMPHASIZES THE IMPORTANCE OF CONTINUING IMPROVEMENT IN THE MORE TRADITIONAL ACCOUNTING SYSTEMS WHILE EXPLOITING THE NEW COMPUTER-BASED ARTS AND SCIENCES TO THE GREATEST SCALE.

0465 HOLZMAN, ALBERT G.
DESIGN OF A LARGE SCALE INFORMATION RETRIEVAL SYSTEM
THE JOURNAL OF INDUSTRIAL ENGINEERING, VOL. 17, NO. 11
NOVEMBER, 1966, 5 PAGES.
DOCUMENTS NASA TECHNOLOGY-TRANSFER

THIS ARTICLE PRESENTS THE DESIGN OF AN INFORMATION SYSTEM CONTAINING OVER 200,000 NASA DOCUMENTS AND SEVERAL HUNDRED INDIVIDUAL USERS IN ORDER TO FOCUS ON THE EVOLUTION OF THE PRIME SYSTEM COMPONENTS. THIS IS A CUSTOMIZED INFOR-' MATION RETRIEVAL SYSTEM TO TRANSFER TECHNOLOGY FROM SPACE TO INDUSTRY. A MAN-MACHINE SYSTEM, IT UTILIZES A POWERFUL COMPUTER CAPABILITY AND PROFESSIONAL INFORMATION AND SUBJECT MATTER SPECIALISTS. DIAGRAMS ARE USED TO ILLUSTRATE SCHE-' MATICS OF SYSTEM EVOLUTION, INVERTED FILE, LINEAR FILE, AND MAJOR PHASES OF THE CONTROL SYSTEM.

0466 RUBENSTEIN, ALBERT H.
ECONOMIC EVALUATION OF RESEARCH AND DEVELOPMENT
THE JOURNAL OF INDUSTRIAL ENGINEERING, VOL. 17, NO. 11
NOVEMBER, 1966, 6 PAGES.
SELECTION INFORMATION EVALUATION SURVEY

THIS ARTICLE PRESENTS A DISCUSSION OF THE CURRENT STATE OF THE ART OF ECONOMIC EVALUTAION OF RESEARCH AND DEVELOP-' MENT. IT POINTS OUT THE WIDE GAP BETWEEN ACTUAL PRACTICE AND THE THEORIES IN THE LITERATURE. THE PRACTICAL ASPECT OF EVALUATION IS CHARACTERIZED BY HEAVY RELIANCE ON SUBJECTIVE JUDGEMENTS AND LITTLE USE OF QUANTITATIVE METHODS.THE THEO-' RETICAL LITERATURE LEANS HEAVILY TOWARD MATHEMATICAL MODELS WHOSE UNDERLYING ASSUMPTIONS AND DATA REQUIREMENTS PRESENT DIFFICULTIES IN ATTEMPTED APPLICATION. A NORTHWESTERN STUDY, AIMED AT DESIGNING A REAL-TIME, COMPUTER-AIDED INFORMATION SYSTEM FOR PROJECT SELECTION, REVIEW, AND EVALUATION TO BRIDGE THE GAP IS DISCUSSED.

0467 HUSE, EDGAR F.
PUTTING IN A MANAGEMENT DEVELOPMENT PROGRAM THAT WORKS.'
CALIFORNIA MANAGEMENT REVIEW, VOL. 9, NO. 2, WINTER 1966,
8 PAGES.
PSYCHOLOGICAL, PROGRAM, PLANNED

THIS ARTICLE DEMONSTRATES THAT A MAJOR CHANGE NEEDS TO BE CAREFULLY PLANNED, IF IMPLEMENTATION IS TO BE SUCCESSFUL, AND DESCRIBES THE BASIC PSYCHOLOGICAL PRINCIPLES UNDERLYING THE IMPLEMENTATION OF A MANAGEMENT DEVELOPMENT PROGRAM.

THE AUTHOR STATES THAT WORK PLANNING AND REVIEW IS EFFECTIVE AS A MANAGEMENT DEVELOPMENT PROGRAM AT ALL LEVELS OF MANAGEMENT. DETAILS OF STUDIES WHICH LED TO THIS CONCLUSION ARE GIVEN IN THE ARTICLE.

0468 FLEMING, JOHN E.
STUDY OF A BUSINESS DECISION.'
CALIFORNIA MANAGEMENT REVIEW, VOL. 9, NO. 2, WINTER 1966,
6 PAGES.
MAKING, DECISION

DECISION MAKING IS THE MOST PERVASIVE ACTIVITY OF BUSINESS MANAGERS, BUT RELATIVELY LITTLE IS KNOWN ABOUT HOW DECISIONS ARE ACTUALLY MADE.

THIS ARTICLE EXAMINES A BUSINESS OPERATING DECISION WITHIN THE FRAMEWORK OF THE BOUNDED RATIONAL DECISION THEORY. THIS RESEARCH INDICATES SOME PATTERNS OF DECISION-MAKING BEHAVIOR.

0469 LABOLLE, V
DEVELOPMENT OF AIDS FOR MANAGERS OF COMPUTER PROGRAMMING-'
THE JOURNAL OF INDUSTRIAL ENGINEERING VOL. 17, NO. 11
NOVEMBER,1966 8 PAGES
PROGRAM, PLANNING, INFORMATION, ANALYSIS

THIS ARTICLE DESCRIBES TWO RESEARCH EFFORTS TO IDENTIFY AND DEVELOP AIDS TO PERMIT MANAGERS TO SAVE TIME AND MONEY AND ACHIEVE BETTER PRODUCTS IN COMPUTER PROGRAMMING. THE FIRST IS THE CREATION OF A PLANNING GUIDE FOR COMPUTER PRO-' GRAM DEVELOPMENT. THIS OFFERS A SYSTEMATIC APPROACH FOR PLANNING THE COMPUTER PROGRAM PORTION OF COMPUTER-BASED IN-' FORMATION SYSTEMS. THE SECOND IS A STATISTICAL ANALYSIS OF COSTS FOR COMPUTER PROGRAM PRODUCTION, RESULTS IN EQUA-' TIONS FOR USE IN BETTER ESTIMATING OF COSTS AND PLANNING FOR COMPUTER PROGRAMMING. TABLES AND FIGURES ARE USED TO ILLUS-' TRATE THE TWO CYCLES DISCUSSED.

0470 KALFMAN, H.G.
ROLE OF THE TECHNICIAN IN INDUSTRIAL ENGINEERING
THE JOURNAL OF INDUSTRIAL ENGINEERING VOL. 17 NO. 12
DECEMBER 1966 4 PAGES
TRAINING TESTING PLANT CONTROL MATERIALS SUB-PROFESSIONAL

THE ARTICLE POINTS OUT SOME PROBLEMS THAT ARISE IN TRYING TO MAKE GRADUATE INDUSTRIAL ENGINEERS USE TRADITIONAL ENGINEERING TOOLS. ONE PRACTICAL SOLUTION IS TO EMPLOY INDUSTRIAL ENGINEERING TECHNICIANS TO HANDLE THE ROUTINE MATTERS OF DATA GATHERING, HANDLING AND PROCESSING THEREBY FREEING THE GRADUATE INDUSTRIAL ENGINEERING TO ENGAGE IN MOR CHALLENGING WORK.

SURVEYS CONDUCTED IN LARGE COMPANIES AND INSTITUTIONS SHOWED THAT COMPANIES ARE REQUIRING INDUSTRIAL ENGINEERING TECHNICIANS IN SUBSTANTIAL NUMBERS. REGARDING TRAINING RE-' QUIREMENTS, SURVEYS SHOWED THE COURSES MOST NECESSARY WERE METHODS AND WORK MEASUREMENTS, PLANT LAYOUT AND MATERIALS HANDLING. IN ADDITION, THE ARTICLE RECOMMENDS QUALITY CON-' TROL,MATERIALS TESTING, SYSTEMS ANALYSIS, AND OPERATIONS RESEARCH.

0471 MOUNDALEXIS, JOHN LICHTENBERG, WARREN
INPUT-OUTPUT ANALYSIS OF ORGANIZATION HAVING INTANGIBLE
OUTPUTS
THE JOURNAL OF INDUSTRIAL ENGINEERING VOL. 17 NO. 12
DECEMBER 1966 8 PAGES.
ORGANIZATION EVALUATING SERVICE

THE ARTICLE DESCRIBES A METHODOLOGY FOR EVALUATING INPUT-OUTPUT RELATIONSHIPS OF AN ORGANIZATION HAVING INTAN-' GIBLE OUTPUTS. IT DISCUSSES THE SIX BASIC CONCEPTS OF THE TECHNIQUE, INPUT STRUCTURE, OUTPUT STRUCTURE, INPUT-OUTPUT INTERFACE, INPUT-OUTPUT ELEMENT INCREMENTAL ANALYSIS, LEARNING, AND TOTAL TRADE-OFF STRATEGY OF ALTERNATIVES. THIS TECHNIQUE IS DESIGNED TO PROVIDE MANAGEMENT WITH A UNIFORM STRUCTURE FOR DEFINING TOTAL AND PARTIAL OBJECTIVES AND THEIR CORRESPONDING RESOURCE REQUIREMENTS. IT ALSO PROVIDES ALTERNATIVES SHOWING PAYOFF VERSUS RISK RELATIONSHIPS. CHARTS AND DIAGRAMS ARE USED TO ILLUSTRATE THE OPERATIONS OF THE VARIOUS CONCEPTS.

0472 FEIN, MITCHELL
LABOR COST CONTROL.'
THE JOURNAL OF INDUSTRIAL ENGINEERING VOL. 17 NO. 12
DECEMBER 1966 10PAGES.
INFORMATION, CONTROL

THIS ARTICLE DISCUSSED CONTROL PRINCIPLES, PRIMARILY IN RELATION TO LABOR COST CONTROL. IT POINTS OUT THAT THESE PRINCIPLES CAN BE APPLIED TO OTHER AREAS OF COST. AN IMPOR-' TANT FUNDAMENTAL IS THAT COST CONTROL MUST BE GOAL-ORIENTED, WITH OBJECTIVES CLEARLY DELINEATED. THE PRIMARY AIM OF CON-' TROL IS THE MEASUREMENT AND REGULATION OF THE VARIANCE.

THE ARTICLE DEFINES LABOR COST CONTROL AS A TECHNIQUE TO CONTROL THE FUTURE BY TAKING A LOOK AT THE PAST. TO MAKE TIMELY AND EFFECTIVE DECISIONS ON CONTROL, MANAGEMENT MUST USE THE TOTAL INFORMATION SYSTEM, OF WHICH COST CONTROL IS A COMPONENT. ELEVEN ESSENTIALS OF LABOR COST CONTROL ARE DISCUSSED IN DETAIL,WITH CHARTS,FIGURES AND DIAGRAMS. PER -' FORMANCE STANDARDS ARE ESSENTIAL TO CONTROL.

0473 BIRD, MALCOLM A.
CUTTING DOWN ON REPORTS.'
INTERNATIONAL MANAGEMENT, VOL. 21, NO. 11, NOV. 1966, 2P.
PLANNING, INFORMATION, ANALYSING

THE AUTHOR BELIEVES THAT TOO MUCH INFORMATION IS PASSED TO EXECUTIVES WITHOUT SUFFICIENT CONSIDERATION OF ITS VALUE AND COST. HE CLAIMS THAT DATA FLOW ANALYSIS CAN SAVE MUCH WASTED EFFORT, BUT THAT IT MUST BE INITIATED AT BOARD LEVEL.

THE AUTHOR SUGGESTS SETTING UP A TEAM OF TWO STAFF MEN TO UNCOVER AND ITEMIZE ALL THE INFORMATION PRODUCED AND RECORDED FOR MANAGEMENT WITHIN THE COMPANY. HE DESCRIBES PLANNING THE STUDY, ANALYSING THE RESULTS, AND USING THE RESULTS.

0474
BYPRODUCT INFORMATION CAN PAY THE WAY FOR COMPUTER SYSTEMS.'
DATA PROCESSING, VOL. 8, NO. 12, DEC. 1966, 2 PAGES.
INFORMATION, ANALYSIS

THIS ARTICLE IS A ROUNDUP OF UNIQUE INSTALLATIONS AND COMPUTER APPLICATIONS ACROSS THE COUNTRY.

EXAMPLES OF HOW BYPRODUCT INFORMATION HAS PAID FOR SYSTEMS ARE GIVEN IN BRIEF FORM.

INVENTORY RECORDS, COMPLETE QUARTERLY REPORTS, DATA ON PROFITABILITY, SALES ANALYSIS, ITEM POPULARITY AND CUSTOMER CLASSIFICATION ARE JUST A FEW SUCH BY PRODUCTS.

0475 REAGAN, F. H. JR.
WILL MOHAWK MAKE PUNCHED CARDS OBSOLETE.'
DATA PROCESSING, VOL. 8, NO. 12, DEC. 1966, 6 PAGES.
PROGRAM, CONTROL

THIS ARTICLE PROVIDES US WITH A PROFILE OF MOHAWK DATA SCIENCES CORPORATION AND ITS 1100 SERIES KEYED DATA-RECORDERS. THIS SERIES WRITES KEYED-IN DATA DIRECTLY ON MAGNETIC TAPE.

THE BASIC FUNCTIONS OF THE SYSTEM, HOW IT REPLACES CARDS, ITS OPERATING MODES, PROGRAM CONTROL, ERROR DETECTION, PERFORMANCE, AND NEW TECHNIQUES ARE DISCUSSED.

PROS AND CONS OF CONVERSION TO THIS SYSTEM AND SOME DISCUSSION ON USERS EXPERIENCE ALONG WITH THE AUTHORS PREDICTIONS OF WHAT THE FUTURE MAY HOLD ARE ALSO INCLUDED.

0476 ROTHERY, BRIAN
THEORY IN THE WORLD OF REALITY.'
DATA PROCESSING, VOL. 8, NO. 12, DEC. 1966, 2 PAGES.
TESTS, PROGRAM, DECISION

THIS ARTICLE DISCUSSES THEORY. WHEN DESIGNING A PROGRAM FOR A NEW SYSTEM, THE SYSTEM DESIGN PROGRAMMER MUST ASSUME THAT THE FUTURE USERS OF HIS PROGRAM MAY INTRODUCE MANY INVALID OR FOOLISH STATEMENTS INTO THE PROGRAM THAT MAY DESTROY THE THEORY OF THE SYSTEM. THE SYSTEM DESIGN PROGRAMMER TESTS THE SYSTEM WITH SOPHISTICATED DECISION TABLES

AND EQUATIONS TO ANTICIPATE THESE POSSIBLE ALTERNATIVES AND COMBINATIONS.

C477 SACKS, EDWARD I.
PICKING THE BEST DESIGN WITH FLOWCHARTS.'
DATA PROCESSING, VOL. 8, NO. 12, 1966, 5 PAGES.
INFORMATION, INDEXING, EVALUATE, DOCUMENTATION, DATA-PROCESSING

THIS ARTICLE SUGGESTS THAT WITH THE AID OF A SIMPLIFIED FLOW-CHARTING TECHNIQUE, A DATA-PROCESSING SYSTEM DESIGNER CAN EVALUATE A NUMBER OF ALTERNATIVES CLEARLY DISPLAYED BEFORE HIM. THE METHOD IS NOT LIMITED TO INFORMATION HANDLING. ANY DESIGN PROBLEM WITH SPECIFIC INPUTS, OUTPUTS, AND REQUIREMENTS CAN USE THE SAME LOGICAL THOUGHT PROCESSES.

ADVANTAGES OF FLOW-CHARTING ARE A CLEAR DISPLAY OF ALTERNATIVES INDICATION OF GAPS IN TOTAL SYSTEM REQUIREMENTS, MORE UNDERSTANDABLE COMMUNICATION, AND METHODICAL DOCUMENTATION.

FLOW CHART SYMBOLS AND SAMPLE FLOW CHARTS OF AN INDEXING OPERATION ARE INCLUDED.

C478 KAMANN, RICHARD A.
ENTRY TO THE FILE-- RANDOMIZE OR INDEX.'
DATA PROCESSING VOL. 8, NO. 12, DEC. 1966, 4 P.
INDEX, EVALUATE

ENTRY TO THE MEMORY FILE HAS LONG BEEN AN AREA OF PRIME INTEREST AND IMPORTANCE TO DESIGNERS AND USERS OF LARGE EDP SYSTEMS. THIS ARTICLE EXPLAINS TWO OF THE OF SUGGESTED TECHNIQUES AND PROVIDES A MEANS TO EVALUATE THEM FOR ONES SPECIFIC NEEDS

AFTER DESCRIBING THE FACTORS INVOLVED IN EACH METHOD, THE AUTHOR POINTS OUT ADVANTAGES OF EACH-- RANDOMIZINGHOD, AND INDEXING. CHARTS ILLUSTRATE EACH METHOD.IZINGHOD,

C479 FRIED, LOUIS
PSYCHOCYBERNETICS AND THE ORGANIZATION.'
DATA PROCESSING VOL. 8, NO. 11, NOV. 1966, 6 PAGES.
ORGANIZATION, INFORMATION, ANALYSIS

THIS ARTICLE PRESENTS AN ANALYSIS OF THE PSYCHOCYBERNETIC SYSTEM, THE MAN-MADE INTER-' COMMUNICATING INFORMATION SYSTEM, AS APPLIED TO THE ORGANIZATION.

THE AUTHOR ATTEMPTS TO DESCRIBE THE RELATIONSHIPS EXISTING WITHIN THE ENVIRONMENT, RATHER THAN THE DETAILS OF THE ENVIRONMENT ITSELF. THE THREE MAJOR ELEMENTS OF THE PROBLEM OF RELATIONSHIPS ARE THE PSYCHOCYBERNETIC SYSTEM WITHIN, AND THE ENVIRONMENT. THESE RELATIONSHIPS MUST BE UNDERSTOOD IN MATHEMATICAL TERMS COMMUNICABLE TO A COMPUTER IN ORDER TO ARRIVE AT A SUCCESSFUL SYSTEM.

SECTIONS OF THE ARTICLE DISCUSS THE FLOWCHART METHOD, MODELS LEWINS POSTULATES, AND USE IN SPACE RESEARCH.

C480 LITTLE, JOHN D.C.
A MODEL OF ADAPTIVE CONTROL OF PROMOTIONAL SPENDING.'
OPERATIONS RESEARCH VOL. 14, 6. NOV.-DEC., 1966. 20 P.
OPTIMAL, INFORMATION, CONTROL, ANALYSIS

COMPANIES TRY TO CONDUCT THEIR MARKETING OPERATIONS SO AS TO RESPOND TO CHANGING MARKET CONDITIONS. A MODEL OF SUCH A PROCESS IS STUDIED FOR THE CASE OF SETTING PROMOTION RATE. AN ADAPTIVE SYSTEM IS DEVISED THAT WORKS AS FOLLOWS- IN-' FORMATION ABOUT SALES RESPONSE IS COLLECTED BY PERFORMING AN EXPERIMENT. THE EXPERIMENTAL RESULTS ARE USED TO UPDATE A SALES RESPONSE MODEL. PROMOTION RATE IS CHOSEN TO MAXIMIZE EXPECTED PROFIT IN THE NEXT TIME PERIOD. THE CYCLE IS RE-' PEATED. THE MODEL EMPLOYS A QUADRATIC SALES RESPONSE FUNC-' TION WITH A PARAMETER THAT CHANGES ACCORDING TO A FIRST ORDER, AUTO REGRESSIVE PROCESS. THE OPTIMAL ADAPTIVE SYSTEM TURNS OUT TO INVOLVE EXPONENTIAL SMOOTHING OF THE EXPERI-' MENTAL RESULTS. THE ADAPTIVE SYSTEM IS FOUND TO WORK BETTER THAN VARIOUS OTHER POLICIES. IN A SENSITIVITY ANALYSIS, AN ADAPTIVE SYSTEM DERIVED FOR ONE UNDERLYING MODEL OF THE MARKET IS FOUND TO PERFORM WELL EVEN WHEN CERTAIN MODELS ACTUALLY APPLY.

C481 LAWLER, E.L. BELL,M.D.
A METHOD FOR SOLVING DISCRETE OPTIMIZATION PROBLEMS.'
OPERATIONS RESEARCH VOL. 14, 6. NOV.-DEC., 1966. 12P.
LINEAR-PROGRAMMING

THIS PAPER DESCRIBES A SIMPLE, EASILY-PROGRAMMED METHOD FOR SOLVING DISCRETE OPTIMIZATION PROBLEMS WITH MONOTONE OBJECTIVE FUNCTIONS AND COMPLETELY ARBITRARY--POSSIBLY NON-' CONVEX--CONSTRAINTS. THE MODEL IS ESSENTIALLY ONE OF PARTIAL ENUMERATION, AND IS CLOSELY RELATED TO THE -LEXICOGRAPHIC- ALGORITHM OF GILMORE AND GOMORY FOR THE -KNAPSACK- PROBLEM AND TO THE -ADDITIVE- ALGORITM OF BALAS FOR THE GENERAL INTEGER LINEAR-PROGRAMMING PROBLEM. THE RESULTS OF A NUMBER OF SAMPLE COMPUTATIONS ARE REPORTED. THESE INDICATE THAT THE METHOD IS COMPUTATIONALLY FEASIBLE FOR PROBLEMS IN WHICH THE NUMBER OF VARIABLES IS FAIRLY SMALL.

C482 EWEN, ROBERT B. SMITH, PATRICIA C. HULIN,CHARLES L. LOCKE,EDWIN A.
AN EMPIRICAL TEST OF THE HERZBER TWO-FACTOR THEORY.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6, DECEMBER, 1966, 7 PAGES.
TEST, SATISFACTION, JOB

RESULTS OF AN EMPIRICAL TEST OF THE HERZBERG TWO--' FACTOR THEORY OF JOB SATISFACTION ARE REPORTED. A NUMBER OF HYPOTHESES FOR WHICH THE HERZBERG THEORY AND TRADITIONAL UNIDIMENSIONAL THEORY MAKE DIFFERENT PREDICTIONS WERE TESTED. THE INTRINSIC VARIABLES ,-SATISFIERS-, WERE THE WORK ITSELF AND PROMOTIONS, AND THE EXTRINSIC VARIABLE -DISSATISFIER- WAS PAY. NEITHER THE HERZBERG THEORY NOR THE TRADITIONAL THEORY WAS SUPPORTED BY THE DATA. INSTEAD, RESULTS INDICATE THAT INTRINSIC FACTORS ARE MORE STRONGLY RELATED TO BOTH OVERALL SATISFACTION AND OVERALL DISSATIS-'C FACTION THAN THE EXTRINSIC FACTOR, PAY. AND SUGGEST THAT FUNCTIONING OF THE EXTRINSIC VARIABLE MAY DEPEND ON THE LEVEL OF SATISFACTION WITH THE INTRINSIC VARIABLES.

C483 GRAEN, GEORGE B.
EMPIRICAL TEST OF THE HERZBERG TWO-FACTOR THEORY
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6, DECEMBER, 1966, 4 PAGES.
TEST, SELECTED SATISFACTION, JOB, ANALYSIS

A TWO-WAY ANALYSIS OF VARIANCE ON SELECTED A PRIORI CONTRASTS WAS PERFORMED ON THE DATA FROM THE STUDY BY EWEN,SMITH, HULIN, AND LOCKE, 1966. THE RESULTS CLEARLY SUPPORT THE TRADITIONAL THEORY WITHOUT THE ASSUMPTION THAT ALL VARIABLES ARE EQUALLY POTENT CONTRIBUTORS TO JOB SATIS-' FACTION AND ARGUE AGAINST THE TWO-FACTOR THEORY. THE CONTRIBUTION OF THE SATISFIER WAS DEMONSTRATED TO BE MUCH GREATER THAN THAT OF THE DISSATISFIER TO BOTH SATISFACTION AND DISSATISFACTION. IT WAS CONCLUDED THAT THE DISTINCTION BETWEEN SATISFIERS AND DISSATISFIERS IS NO LONGER REASON-' ABLE. FURTHER, THE MOST LIKELY CANDIDATE ON WHICH TO MAKE THE DISTINCTION BETWEEN MORE AND LESS POTENT CONTRIBUTERS TO JOB SATISFACTION APPEARS TO BE THE INTRINSIC AND EXTRINSIC CLASSIFICATION.

C484 FEIST, JESS
PREDICTIVE VALUE OF SVIB PRIMARY AND REJECT PATTERNS.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO) 6, DECEMBER, 1966, 5 PAGES.
JOBS, ADMINISTERED

THE STRONG VOCATIONAL INTEREST BLANK IS SOMETIMES USED WITH ALL MEMBERS OF A HIGH SCHOOL CLASS. THE PRESENT INVESTIGATION ATTEMPTED TO ESTIMATE THE RELATIONSHIP BETWEEN SCORES MADE ON THIS INVENTORY WHEN ADMINISTERED TO LARGE GROUPS OF HIGH SCHOOL BOYS AND OCCUPATIONS THEY SUBSEQUENTLY FOLLOW BY COMPARING THEIR PRIMARY AND REJECT PATTERNS WITH THEIR PRESENT JOBS WHEN THESE JOBS WERE CLASSIFIED ON THE BASIS OF THE INTEREST RATINGS FOUND IN THE U.S.E.S. MANUAL, -ESTIMATES OF WORKER TRAIT REQUIREMENTS FOR 4,000 JOBS-. SIGNIFICANT RELATIONSHIPS WERE FOUND TO EXIST BETWEEN 6 SVIB PATTERNS AND U.S.E.S. INTERST FACTORS. THESE FINDINGS SUGGEST THAT THE SVIB SHOWS PROMISE IN ASSESSING BROAD INTEREST FACTORS ASSOCIATED WITH JOBS WHEN PRIMARY AND REJECT PATTERNS ARE USED.

C485 GRAEN, GEORGE B.
MOTIVATOR AND HYGIENE DIMENSIONS FOR R-+-D ENGINEERS
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6, DECEMBER, 1966, 4 PAGES.
WORK MEASUREMENT PSYCHOMETRIC RESEARCH DEVELOPMENT

HERZBERGS 2-FACTOR THEORY APPEARS TO OFFER PROMISING LEADS TO NEW RESEARCH ON WORK MOTIVATION. ONE OF THE MAIN PROBLEMS IN FOLLOWING THESE LEADS IS THAT THE MEASUREMENT OF THE WORK FACTORS MUST BE ACCOMPLISHED THROUGH INTER-' VIEWERS. THE PURPOSE OF THIS STUDY WAS TO DEVELOP PSYCHO-' METRIC MEASURES OF THESE WORK FACTORS THROUGH THE METHOD OF FACTOR ANALYSIS. A QUESTIONNAIRE WAS DEVELOPED BASED UPON HERZBERGS CLASSIFICATION SCHEME. ENGINEERS SERVED AS SUBJECTS. THE RESULTS SHOW THAT THE DIMENSIONS PROPOSED BY HERABERG WHEN REPRESENTED AS ITEMS AND RATED BY SUBJECTS DO NOT RESULT IN HOMOGENEOUS GROUPINGS IN THE FACTOR--' ANALYTIC SENSE.

C486 FRIEDLANDER, FRANK
WORK VS NONWORK AMONG OCCUPATIONALLY STRATIFIED GROUPS
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6,DECEMBER 1966, 5P.
SATISFACTION EDUCATION QUESTIONNAIRE SOCIAL-CLASS

THE IMPORTANCE OF WORK-RELATED VERSUS NONWORK-RELATED FACTORS AS OPPORTUNITIES FOR SATISFACTION WAS COMPARED AMONG LOW-,MEDIUM-, AND HIGH-STATUS GROUPS, AND BETWEEN WHITE-COLLAR AND BLUE-COLLAR OCCUPATIONAL GROUPS BY ANALYSIS OF QUESTIONNAIRE RESPONSES FROM 1,468 CIVIL SERVICE RESIDENT EMPLOYEES OF A GOVERNMENT COMMUNITY. THE VALUE HIERARCHY, IN TERMS OF INCREASING IMPORTANCE, WAS RECREATION, EDUCATION, CHURCH, WORK-CONTEXT, AND WORK--' CONTENT FACTORS. SIGNIFICANT DIFFERENCES WERE FOUND BETWEEN THE VALUE SYSTEMS OF WHITE-COLLAR AND BLUE-COLLAR GROUPS. HOWEVER, NO SIGNIFICANT DIFFERENCES WERE FOUND BETWEEN LOW-,MEDIUM-, AND HIGH-STATUS GROUPS UNLESS THE OCCUPA-' TIONAL GROUP OF THE EMPLOYEE WAS SIMULTANEOUSLY CONSIDERED. THEN, DIFFERENCES BETWEEN WHITE-COLLAR AND BLUE-COLLAR VALUES WERE MARKED IN THE HIGH-STATUS LEVEL.

C487 GRACE, GLORIA LAUER
APPLYING EMPIRICAL METHODS TO COMPUTER-BASED SYSTEM DESIGN
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6,DECEMBER 1966, 9P.
PERSONNEL, INFORMATION, ANALYSIS

THIS STUDY PROVIDES INFORMATION ABOUT THE CLARITY AND USEFULNESS OF PRINTOUT FORMATS DESIGNED FOR USE BY MILITARY NONPROGRAMMER PERSONNEL. THREE PRINTOUT FORMATS CONTAINING THE SAME INFORMATION WERE DESIGNED. IMMEDIATELY FOLLOWING THE EXPERIMENTAL SESSIONS, ATTITUDE INFORMATION WAS COLLECTED IN INDIVIDUAL INTERVIEWS. PRINTOUT FORMATS AND SETS OF INTERPRETATION QUESTIONS WERE COMBINED FOR ANALYSIS USING LATIN-SQUARE DESIGN. ANALYSIS OF VARIANCE SHOWED EXPERIMENTAL TREATMENT CONDITIONS, PRINTOUT FORMATS, AND PRACTICE EFFECT TO BE STATISTICALLY SIGNIFICANT. ATTITUDE RESULTS SUPPORTED INFORMATION MEASURE FINDINGS.

C488 HOWELL, MARGARET A.
PERSONAL EFFECTIVENESS OF PHYSICIANS IN A FEDERAL ORGANIZATION
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6,DECEMBER 1966, 9P.
SUPERVISORS SELECTION PSYCHOLOGICAL ORGANIZATION MEDICAL

CONTRASTING HIGH AND LOW CRITERION GROUPS OF U.S. PUBLIC HEALTH SERVICE PHYSICIANS WERE IDENTIFIED ON THE BASIS OF SPONTANEOUS COMMENTS ABOUT PERSONAL CHARACTERISTICS APPEARING IN SUPERVISORS EFFICIENCY REPORTS. THE TWO GROUPS WERE COMPARED ON PERSONALITY INVENTORIES AND OTHER MEASURES. SIGNIFICANT GROUP DIFFERENCES,.10 LEVEL OR BELOW, WERE FOUND ON PERSONALITY INVENTORY SCALES AN EMPLOYMENT SELECTION INTERVIEW, SCORES DERIVED FROM A REGRESSION EQUATION FOR THE CALIFORNIA PSYCHOLOGICAL INVENTORY FOUND TO BE PREDICTIVE OF PERFORMANCE IN MEDICAL SCHOOL, SCORED SECTIONS OF SUPERVISORY EFFICIENCY REPORTS,

AND IN ATTITUDES ABOUT THE EMPLOYMENT SITUATION. THE GROUPS DID NOT DIFFER ON MEASURES OF APTITUDE, ACHIEVEMENT, CREATIVITY, AND VALUES.

0489 BRIGGS, GEORGE E. JOHNSTON, WILLIAM A.
INFLUENCE OF A CHANGE IN SYSTEM CRITERIA OF PERFORMANCE.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6, DECEMBER, 1966 6 PAGES
TRAINING, CONTROLLERS
IN SIMULATED GROUND-CONTROLLED AERIAL INTERCEPT TASK, TWO-MAN TEAMS OF RADAR CONTROLLERS TRANSFERRED TO EITHER SIMPLE OR COMPLEX CRITERION CONDITIONS FOLLOWING TRAINING UNDER SIMPLE CRITERIA. UPON TRANSFER TO SIMPLE CRITERION CONDITIONS, TEAMS ADAPTED PERFORMANCE RAPIDLY TO THE NEW CRITERION. HOWEVER, UPON TRANSFER TO COMPLEX CRITERIA, TEAMS CONTINUED TO EMPHASIZE THAT ASPECT OF PERFORMANCE APPROPRIATE DURING THE PREVIOUS SIMPLE CRITERION CONDITIONS.

0490 THOMPSON, H. E., BERANEK, W.,
THE EFFICIENT USE OF AN IMPERFECT FORECAST.'
MANAGEMENT SCIENCE VOL. 13, 3. NOV., 1966. 10 P.
OPTIMAL, INFORMATION, FORECAST, EVALUATED, DECISION
THIS PAPER ILLUSTRATES HOW INDIVIDUAL FORECASTS AND FORECASTING TECHNIQUES MAY BE EVALUATED BY THE USE OF ESTABLISHED DECISION THEORY. GIVEN THE PROBABILITY DISTRIBUTION OF THE FORECAST ERROR, WE FIRST FIND THE OPTIMAL STRATEGY FOR A DECISION PROCESS--HOW TO MAKE THE MOST EFFICIENT USE OF A FORECAST. AFTER EXPRESSING THE EXPECTED PROFIT OF THE OPTIMAL STRATEGIES IN TERMS OF THE PROBABILITY OF A CORRECT FORECAST, THE AUTHORS ILLUSTRATE HOW TO FIND THE VALUE OF AN IMPERFECT FORECAST AND THE VALUE OF A FORECASTING TECHNIQUE. WITH THIS INFORMATION, THEY CAN DETERMINE WHEN TO USE A FORECAST, THE MAXIMUM AMOUNT TO PAY FOR BOTH A FORECAST AND A FORECASTING METHOD, AND THE CONDITIONS UNDER WHICH IT IS WORTHWHILE TO ATTEMPT TO IMPROVE THE ACCURACY OF A FORECASTING METHOD.

0491 STEINKAMP, STANLEY W.
SOME CHARACTERISTICS OF EFFECTIVE INTERVIEWERS.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6, DECEMBER, 1966, 6 P.
TESTS, SELECTED, INFORMATION, EVALUATIONS
SAMPLE ADDRESSES WERE SELECTED ON A PROBABILITY BASIS FROM THE RECORDS OF FINANCIAL INSTITUTIONS AND THE HOLDINGS REPORTED TO THE INTERVIEWER WERE COMPARED WITH INSTITUTIONS RECORDS FOR THE DAY OF THE INTERVIEW. THE FREQUENCY WITH WHICH AN INTERVIEWER OBTAINED INFORMATION ABOUT THE VALIDATED ACCOUNTS FORMS THE BASIS FOR THE CRITERIA OF INTERVIEWER EFFECTIVENESS. IT WAS FOUND THAT THE MORE EFFECTIVE INTERVIEWERS SCORED SIGNIFICANTLY HIGHER ON THE DOMINANCE AND INTRACEPTION TESTS AND LOWER ON THE SUCCORANCE AND CHANGE TESTS OF THE EDWARDS PERSONAL PREFERENCE SCHEDULE, EPPS. IN ADDITION, THEY SCORED SIGNIFICANTLY H2GHER IN FEFERENCE EVALUATIONS OF SELF-CONFIDENCE AND ATTENTION TO DETAIL.

0492 NEWMAN, R.I., JR. HUNT, D.L., RHODES, FEN
EFFECTS OF MUSIC ON EMPLOYEE ATTITUDE AND PRODUCTIVITY
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6, DECEMBER, 1966, 4 P.
PERSONNEL
AN EXPERIMENT WAS DESIGNED TO LOOK AT THE EFFECTS OF FOUR TYPES OF MUSIC, VERSUS NO MUSIC, ON THE QUANTITY AND QUALITY OF PRODUCTION AND THE ATTITUDE OF WORKERS ENGAGED IN THE ROUTINE TASK OF ASSEMBLING AND PACKING SKATEBOARDS. SUBJECTS WERE 26 ASSEMBLY-LINE PERSONNEL BETWEEN THE AGES OF 18 AND 23. FOUR TYPES OF MUSIC WERE PLAYED--DANCE, SHOW, FOLK, AND POPULAR. THESE WERE CONTRASTED WITH PERIODS DURING WHICH NO MUSIC WAS PLAYED. MUSIC CONDITIONS WERE BALANCED WITH RESPECT TO DAYS OF THE WEEK OVER A PERIOD OF 5 WKS. RESULTS SHOWED THAT, WHILE EMPLOYES HAD A HIGHLY FAVORABLE ATTITUDE TOWARD MUSIC AND THOUGHT THEY DID MORE WORK WITH IT, THERE WAS NO CHANGE IN MEASURED PRODUCTIVITY.

0493 PRIEN, ERICH P.
DYNAMIC CHARACTER OF CRITERIA, ORGANIZATION CHANGE.'
JOURNAL OF APPLIED PAYCHOLOGY, VOL. 50, NO. 6, DECEMBER, 1966. 4 P.
ORGANIZATION, JOB, ANALYSIS
PREVIOUS THOUGHT AND RESEARCH ON CRITERION DEVELOPM EMPHASIZE MEASUREMENT PROBLEMS RELATED TO SCALING AND ANALYSIS, PROBLEMS CREATED BY THE SPONSOR, VALUES OF THE RESEARCHER, ASPECTS OF DERIVING A COMPOSITE CRITERION, AND THE DYNAMIC CHARACTER OF JOB REQUIREMENTS RELATED TO INCUMBENT LEARNING. THERE IS AN ADDITIONAL VARIABLE TO BE CONSIDERED, ORGANIZATION CHANGE AND THE EFFECT OF CHANGING NEEDS ON THE NATURE OF THE CRITERIA OF INDIVIDUAL JOBS. JOB DUTIES MAY REMAIN STATIC UNDER THESE CIRCUMSTANCES, ONLY THE RELEVANCE OF PERFORMANCE CHANGES.

0494 MCGREW, J.M. MARCIA, J.E. WRIGHT,C.K.
BRANCHING PROGRAM, TEXT + LECTURE AS INSTRUCTIONAL MEDIA
JPURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6, DECEMBER, 1966, 4P.
PROGRAM, CONTROLS, ANALYSIS
MOST COMPARATIVE STUDIES OF PROGRAMS WITH CONVENTIONAL MEDIA HAVE COMPARED A LINEAR PROGRAM PLUS LECTURE CONDITION WITH EITHER A LECTURE-ALONE, PROGRAM-ALONE, OR TEXT-ALONE. THIS DESIGN RESULTS IN NONCOMPARABLE TREATMENT GROUPS, SINCE THE EXPERIMENTAL SUBJECTS MAY EITHER BE GIVEN MORE TIME TO USE THE PROGRAM OR ARE EXPOSED TO THE SAME MATERIAL TWICE. THE PRESENT STUDY, UTILIZING A BRANCHING PROGRAM, CONTROLS FOR THESE POSSIBLE ERROR FACTORS. BASED UPON THE PERFORMANCE OF 66 UNDERGRADUATE SUBJECTS, AN ANALYSIS OF COVARIANCE SUGGESTSTHAT SHEER REPETITION OF MATERIAL, REGARDLESS OF THE MEDIUM EMPLOYED, IS A SIGNIFICANT FACTOR INFLUENCING THE OUTCOME OF COMPARATIVE STUDIES.

0495 WHEN COMPANIES FIRE PEOPLE.'
BUSINESS MANAGEMENT VOL. 31, 1. OCTOBER, 1966, 3 P.
PLACEMENT
THIS SURVEY REPORTS ON HOW 168 COMPANIES HANDLE THE DELICATE BUSINESS OF FIRING PEOPLE. INTERESTINGLY, MOST PROVIDE SOME KIND OF SEVERANDE PAY.
WELL OVER HALF OF THE COMPANIES -57- PERCENT GIVE SEVERANCE PAY THAT IS OVER AND ABOVE WHAT THE INDIVIDUAL HAS ACTUALLY EARNED. ANOTHER 15 PERCENT WEIGH EACH CASE ON ITS MERITS. OVER 80 PERCENT OF THE PARTICIPATING FIRMS REPORT THEY HAVE NO FORMAL POLICY FOR SEVERING A MAN FROM THE COMPANY. WHENEVER SOMEONE IS FIRED, SEVEN OUT OF 10 COMPANIES INSIST THAT THE EMPLOYEE LEAVE THE FIRM THE DAY HE IS FIRED, SO AS NOT TO AFFECT HIS CO-WORKERS. IF THE TERMINATED EMPLOYEE HAS ACCRUED VACATION TIME, 90 PERCENT OF THE FIRMS PAY HIM FOR THE TIME. WHEN A MAN IS RELEASED IT IS USUALLY FOR INCOMPETENCE. THE CASE FOR GOOD REFERENCE CHECKING BEFORE HIRING IS BOLSTERED BY THE REPORTS OF MANY OF THE COMPANIES.

0496 THE DANGERS OF EXECUTIVE ISOLATION-A
BUSINESS MANAGEMENT VOL. 31, 1. OCTOBER, 1966. 9P.
COUNSELOR
WHETHER HE ADMITS IT OR NOT, EVERY TOP EXECUTIVE FACES THE DANGER OF BECOMING ISOLATED FROM THE EXECUTIVES BENEATH HIM, FROM EMPLOYEES FARTHER DOWN THE LINE, AND FROM PEOPLE OUTSIDE HIS COMPANY WHO CAN KEEP HIM ABREAST OF THE BUSINESS WORLD AND THE WORLD AT LARGE. THIS ARTICLE EXPLORES HOW THE PRESIDENTS OF SOME OF AMERICAS BIGGEST COMPANIES TRY TO COMBAT THIS PERIL. AMONG THE PARTICIPATING FIRMS ARE GENERAL MOTORS CORP., UNIVERSAL MATCH CORP., CESSNA AIRCRAFT CO., AND MALLE BROTHERS CO. ALSO INCLUDED IN THE ARTICLE IS A TRENCHANT STATEMENT FROM A LEADING PUBLIC RELATIONS COUNSELOR ON THE MAIN FORCES WORKING TO INCREASE THE ISOLATION OF TOP EXECUTIVES.

0497 DUNTEMAN, GEORGE H.
DISCRIMINANT-ANALYSES OF SVIB FOR FEMALES IN 5 CURRICULA
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6, DECEMBER, 1966, 7 PAGES
MEDICAL EDUCATION COLLEGE
MULTIPLE DISCRIMINANT-FUNCIONT ANALYSIS DISCLOSED THAT GROUPS OF STUDENTS MAJORING IN OCCUPATIONAL THERAPY, PHYSICAL THERAPY, MEDICAL TECHNOLOHY, NURSING, AND EDUCATION COULD BE SUCCESSFULLY DISTINGUISHED FROM EACH OTHER, ON THE BASIS OF 29 SCALES OF THE STRONG VOCATIONAL INTEREST BLANK FOR WOMEN, SVIB-W. FURTHERMORE, 2 DISCRIMINANT ANALYSES USING 11 SCALES ALSO INDICATED SUCCESSFUL DISCRIMINATION. TWO DISCRIMINANT FUNCTIONS WERE SIGNIFICANT IN EACH ANALYSIS AND THE CONFIGURATION OF THE GROUPS IN THE DISCRIMINANT SPACE AND THE EFFICIENCY OF CLASSIFICATION FOR ALL ANALYSES WERE HIGHLY SIMILAR. IT WAS CONCLUDED THAT THE SVIB SHOULD BE A USEFUL INSTRUMENT FOR DISCRIMINATING BETWEEN COLLEGE MAJORS WHEN UTILIZING DISCRIMINANT-FUNCTION ANALYSIS.

0498 SCHUH, ALLEN J.
SEMANTIC DIFFERENTIAL + SUPERS VOCATIONAL ADJUSTMENT THEORY
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6, DECEMBER, 1966, 7 PAGES
TEST, SATISFACTION, JOB-EVALUATIVE
THREE HYPOTHESES DERIVED FROM THE THEORY THAT VOCATIONAL ADJUSTMENT IS DEPENDENT UPON IMPLEMENTATION OF THE SELF-CONCEPT WERE TESTED. A. THE SAME DIMENSIONS OF MEANING ARE ATTRIBUTABLE TO THE SELF- AND JOB-RELATED CONCEPTS, B. SUBJECTS WILL RATE THE CONCEPTS IN THE SAME WAY ACROSS THE DIMENSIONS, C. THE SELF--CONCEPT IS STABLE OVER TIME. HYPOTHESE A AND B WERE PARTIALLY REJECTED. HYPOTHESIS C WAS ACCEPTED AT THE .01 LEVEL. THE THEORY THAT JOB SATISFACTION AND LIFE ADJUSTMENT ARE DUE TO A GENERAL EVALUATIVE PERSONALITY DISPOSITION IS OFFERED AS A SUBSTITUTE FOR THE CONGRUENCY THEORY.

0499 ALLEN, IRVING L.
DETECTING RESPONDENTS WHO FAKE + CONFUSE SURVEY INFORMATION
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6, DECEMBER, 1966, 6 PAGES
INFORMATION, EVALUATION, ANALYZED
OPINION-ATTITUDE AND MARKET SURVEY RESEARCHERS OFTEN INCLUDE IN QUESTIONNAIRES A NONEXISTENT ITEM IN A LIST OF ITEMS ON WHICH ATTITUDES AND INFORMATION LEVELS ARE SOUGHT. THESE RESEARCHERS ASSUME THAT RESPONSE TO THE PHONY ITEM IS EVIDENCE OF INVALID RESPONSES TO OTHER ITEMS. VERBAL BEHAVIOR OF RESPONDENTS CLAIMING AWARENESS OF SUCH A PHONY ITEM IS COMPARATIVELY ANALYZED IN EVALUATION OF THIS PRACTICAL TECHNIQUE. DATA ARE INTERVIEWS WITH 625 SAMPLE SURVEY RESPONDENTS. RESPONDENTS ASSERTING AWARENESS OF THE FICTITIOUS ITEM ARE MORE LIKELY A. TO PROFESS AWARENESS OF GENUINE ITEMS AND B. TO EXPRESS FAVORABLE ATTITUDES TOWARD ITEMS. THE TECHNIQUE PERMITS A ROUGH BUT WORKABLE ESTIMATION OF RESPONSE VALIDITY AND DOES NOT GREATLY BIAS THE SAMPLES REPRESENTATIVENESS IF INVALID RESPONSES ARE DROPPED.

0500 HUETING, J. E. SARPHATI, H. R.
MEASURING FATIGUE
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6, DECEMBER, 1966, 4 PAGES
WORK
EIGHT SUBJECTS BETWEEN 19 AND 23 YEARS OLD PERFORMED AN EXERCISE DURING 11 MINUTES ON A BICYCLE ERGOMETER ON 13 DAYS IN SUCCESSION. NOT BEING AWARE OF THE SYSTEMATIC DAILY VARIATIONS IN THE SLOPE OF THE WORK LOAD, ALL SUBJECTS SHOWED SIGNIFICANT CORRELATIONS BETWEEN SUBJECTIVE FEELINGS OF GENERAL PHYSICAL FATIGUE, AS EXPRESSED ON DIFFERENT KINDS OF RATING SCALES, AND SLOPE OF WORK LOAD. REGRESSION EQUATIONS SATISFACTORILY DESCRIBLE LINEAR RELATIONSHIPS BETWEEN LOAD AND FATIGUE. FACTOR ANALYSIS SUGGESTS A FACTOR -INCREASING FATIGUE-, AND A FACTOR

-DECREASING FITNESS-.

0501 ELTON, CHARLES F. ROSE, HARRIETT A.
UNIVERSITY TRANSFER RELATION TO PERSONALITY CHARACTERISTICS
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6,
DECEMBER, 1966, 5 PAGES
SELECTED, EDUCATION, ANALYSIS
PERSONALITY DIFFERENCES BETWEEN 43 RANDOMLY SELECTED WOMEN WHO REMAINED IN ARTS AND SCIENCES, 29 WOMEN WHO TRANSFERRED TO COMMERCE, 55 WOMEN TRANSFERS TO EDUCATION, AND 20 WOMEN TRANSFERS TO EITHER HOME ECONOMICS OR NURSING WERE FOUND BY MULTIPLE-DISCRIMINANT ANALYSIS TO BE SIG-' NIFICANT AT THE .01 LEVEL. CONCLUSIONS ARE A. WOMEN WHO REMAINED IN ARTS AND SCIENCES WERE MORE AUTHORITARIAN, PRACTICAL, AND CAREER ORIENTED, B. WOMEN TRANSFERS TO EITHER COMMERCE OR EDUCATION DISPLAYED A MORE INTELLECTUAL APPROACH TOWARD SCHOLARLINESS, AND C. WOMEN TRANSFERS TO EITHER HOME ECONOMICS OR NURSING WERE LESS INHIBITED, MORE SOCIALLY COMFORTABLE, AND LESS CONFORMING.

0502 KORMAN, ABRAHAM K.
SELF-ESTEEM VARIABLE IN VOCATIONAL CHOICE
JOURNAL OF APPLIED PSYCHOLOHY, VOL. 50, NO. 6,
DECEMBER, 1966, 8 PAGES
TEST, MAKING
REPORT OF TWO STUDIES DESIGNED TO TEST PREDICTIONS FROM THE HYPOGHESIS THAT INDIVIDUALS OF HIGH SELF-ESTEEM TEND TO IMPLEMENT SELF WHEN MAKING AN OCCUPATIONAL CHOICE WHEREAS INDIVIDUALS OF LOW SELF-ESTEEM DO NOT. FOURTEEN SPECIFIC PREDICTIONS WERE MADE AND SUPPORTED FROM THIS GENERAL HYPOTHESIS. IMPLICATIONS FOR ABILITY, SELF-' EVALUATION, AND SUCCESSFUL ROLE PERFORMANCE WERE SUGGESTED.

0503 NUCKOLS, ROBERT C.
PERSONAL INTERVIEW VERSUS MAIL PANEL SURVEY.'
JOURNAL OF MARKETING RESEARCH, VOL. 1, NO. 1,
FEBRUARY, 1964, 6 PAGES
SURVEYS
THE VALIDITY OF LIFE INSURANCE OWNERSHIP DATA OBTAINED BY PERSONAL INTERVIEW AND MAIL PANEL SURVEYS IS EXAMINED BY CHECKING RESPONSES AGAINST COMPANY RECORDS. THE SURVEYS ALSO ARE COMPARED WITH CENSUS DISTRIBUTIONS AND WITH EACH OTHER. THE HYPOTHESIS IS TESTED THAT THE INTERRELATION-' SHIP BETWEEN ITEMS WILL HOLD EVEN WHEN ITEMS ARE KNOWN TO CONTAIN BIAS. THE RESULTS HAVE IMPLICATIONS FOR PERSONAL INTERVIEW AND FOR MAIL PANEL SURVEYS.

0504 CRESPI, IRVING
APPLICATION OF SURVEY METHODS TO MODEL-LINE DECISIONS
JOURNAL OF MARKETING RESEARCH, VOL. 1, NO. 1,
FEBRUARY, 1964, 5 PAGES
INFORMATION, DECISION
OF THE MANY CONSIDERATIONS THAT ENTER INTO THE FINAL DECISION AS TO WHAT SHOULD BE A COMPANYS MODEL LINE, ONE OF THE MORE IMPORTANT IS THAT OF USER NEEDS AND WANTS. IN THE MAIN, RESEARCH IN THIS REGARD HAS FOCUSED ON INDI-' VICUAL PRODUCTS. RESEARCH CAN BE DESIGNED TO PROVIDE A TOTAL MODEL LINE PICTURE BASED ON USER NEEDS AND WANTS. WHILE THERE ARE CONSIDERABLE ADVANTAGES TO BE GAINED THEREBY, A NUMBER OF SPECIAL METHODOLOGICAL PROBLEMS MUST BE RESOLVED IN ORDER FOR SUCH RESEARCH TO PROVIDE USABLE INFORMATION.

0505 LAZERWITZ, BERNARD
A SAMPLE OF A SCATTERED GROUP.'
JOURNAL OF MARKETING RESEARCH, VOL. 1, NO. 1,
FEBRUARY, 1964, 4 PAGES
SAMPLING MEASUREMENT
CITY DIRECTORY AND BLOCK SUPPLEMENT TECHNIQUES ARE USED AS THE SAMPLE DESIGN FOR A SCATTERED METROPOLITAN POPULATION. THE PROBLEMS ARISING OUT OF VARYING SELECTION RATES WITHIN DWELLING UNITS ARE HANDLED BY THE USE OF A SCREENING PHASE IN THE FIELD AND SUBSEQUENT STRATIFICATION OF DWELLING UNITS BY NUMBER OF ELIGIBLE RESPONDENTS. THE RESULTS OF THIS DESIGN POINT UP THE FEASIBILITY OF USING A CITY DIRECTORY TECHNIQUE TO SAMPLE WIDELY SCATTERED GROUPS WITH RELATIVELY SMALL INCREASES IN SMAPLE VARIANCES.

0506 MASSY, WILLIAM F. WEBSTER, FREDERICK E., JR.
MODEL-BUILDING IN MARKETING RESEARCH.'
JOURNAL OF MARKETING RESEARCH, VOL. 1, NO. 2, MAY, 1964,
5 PAGES
ORGANIZATIONAL, OPTIMIZATION, MAKING, DECISION
THE RELATIONSHIP BETWEEN BEHAVIORAL AND OPTIMIZATION MODELS SHOULD BE MORE CLEARLY UNDERSTOOD. THE AUTHORS DEFINE THE CHARACTERISTICS OF EACH, USING PUBLISHED MARKET RESEARCH FINDINGS. THEY DISCUSS THE IMPLICATIONS OF THE BEHAVIORAL-OPTIMIZATION MODEL DICHOTOMY FOR THE MARKETING RESEARCH DEPARTMENT, AND SUGGEST AN ORGANIZATIONAL ARRANGE-' MENT FOR USING RESEARCH DATA MORE EFFECTIVELY IN MANAGE-' MENT DECISION MAKING.

0507 GREEN, PAUL E.
BAYESIAN CLASSIFICATION PROCEDURES IN ANALYZING CUSTOMER CHARACTERISTICS.'
JOURNAL OF MARKETING RESEARCH, VOL. 1, NO. 2, MAY, 1964,
7 PAGES
PROGRAM OPTIMAL BAYES
TRADITIONALLY, DISCRIMINANT FUNCTIONS HAVE BEEN USED TO CLASSIFY INDIVIDUALS ACCORDING TO A LINEAR FUNCTION OF THE INDIVIDUALS MEASURED CHARACTERISTICS. THIS ARTICLE DEVELOPS A BAYESIAN CLASSIFICATION PROCEDURE WHICH EXPLICITLY TAKES INTO ACCOUNT THE COSTS OF MISCLASSIFICATION AND ATTRIBUTE MEASUREMENT. THE ARTICLE PRESENTS THE RESULTS OF A COMPUTER PROGRAM DESIGNED TO DETERMINE THE OPTIMAL NUMBER OF CHARACTERISTICS TO MEASURE AND DISCUSSES THE RESULTS IMPLICATIONS FOR CONSUMER RESEARCH.

0508 PAYNE, STANLEY L.
COMBINATION OF SURVEY METHODS.'
JOURNAL OF MARKETING RESEARCH, VOL. 1, NO. 2, MAY, 1964,
2 PAGES
TEST, INFORMATION
SURVEY RESEARCHERS IN THE PAST HAVE TENDED TO LOOK UPON PERSONAL INTERVIEWS, TELEPHONE INTERVIEWS, AND MAIL QUESTIONNARIRES AS ALTERNATIVE METHODS. REPORTED HERE IS A HOME-USE PRODUCT TEST WHICH UTILIZES ALL THREE METHODS IN COMBINATION, EACH OBTAINING APPROPRIATE INFORMATION FROM THE SAME HOUSEHOLDS.

0509 BRABB, GEORGE J. MORRISON, EDMUND D.
THE EVALUATION OF SUBJECTIVE INFORMATION.'
JOURNAL OF MARKETING RESEARCH, VOL. 1, NO. 4, NOVEMBER, 1964
5 PAGES
INFORMATION, EVALUATION
THIS PAPER PRESENTS A MODEL FOR THE EVALUATION OF INDIVIDUALS USED AS SOURCES FOR SUBJECTIVE INFORMATION. THE EVALUATION IS BASED UPON THE AMOUNT AND NATURE OF THE INDIVIDUALS RELEVANT EXPERIENCE AND THE CONSISTENCY AND COMPLETENESS OF THE INFORMATION HE PROVIDES.

0510 BRADBURN, NORMAN M. MASON, WILLIAM M.
THE EFFECT OF QUESTION ORDER ON RESPONSES.'
JOURNAL OF MARKETING RESEARCH, VOL. 1, NO. 4, NOVEMBER, 1964
5 PAGES
INTERVIEW SURVEY
THE EFFECTS OF QUESTION ORDER WERE TESTED BY USING ALTERNATE FORMS OF AN INTERVIEW SCHEDULE IN WHICH SIGNIFI-' CANT SECTIONS WERE SYSTEMATICALLY ROTATED. THE MAJOR CONCLUSION DRAWN FROM THE DATA WAS THAT RESPONSES TO QUESTIONS SUCH AS THOSE TESTED, QUESTIONS OF SELF-REPORT AND SELF-EVALUATION, ARE RELATIVELY UNAFFECTED BY ORDER OF PRESENTATION.

0511 BOYD, HARPER W., JR. BRITT, STEUART HENDERSON
MORE EFFECTIVE MARKETING RESEARCH USING ADMINISTRATIVE PROCESS
JOURNAL OF MARKETING RESEARCH, VOL. 2, NO. 1, FEBRUARY, 1965
7 PAGES
MAKING, INFORMATION, ADMINISTRATIVE
THIS ARTICLE DEMONSTRATES HOW BOTH MARKETING RESEARCH EXECUTIVES AND MANAGEMENT EXECUTIVES CAN MAKE EFFICIENT USE OF INFORMATION ABOUT THE MARKETPLACE, BY THE USE OF THE ADMINISTRATIVE PROCESS.
TOO MANY BUSINESS EXECUTIVES ARE DISAPPOINTED, EVEN DISENCHANTED, WITH THE RESULTS OF MARKETING RESEARCH. TOO FREQUENTLY THE POINT OF VIEW IS EXPRESSED THAT MARKETING RESEARCH IS SIMPLY SEMI-SCIENTIFIC HINDSIGHT.
BUT THE OPPOSITE VIEW IS THAT THE ABILITY OF MARKETING RESEARCHERS TO GENERATE PERTINENT MARKETING INFORMATION HAS OUTDISTANCED THE LIKELIHOOD THAT MANAGEMENT WILL USE SUCH INFORMATION EFFECTIVELY IN DECISION-MAKING.

0512 TORTOLANI, RAY
INTRODUCING BIAS INTENTIONALLY INTO SURVEY TECHNIQUES.'
JOURNAL OF MARKETING RESEARCH, VOL. 2, NO. 1, FEBRUARY, 1965
5 PAGES
INTERVIEW QUESTIONNAIRE
SOMETIMES BIAS CAN BE EMPLOYED AS A BENEFICIAL TOOL OF MARKETING RESEARCH TECHNIQUES. THIS ARTICLE DESCRIBES A CASE STUDY IN WHICH A FORM OF BIAS WAS IMPLEMENTED IN A CONSUMER TEST TO PROVIDE THE ANSWERS TO AN ACUTE MARKETING PROBLEM.

0513 KOTLER, PHILIP
BEHAVIORAL MODELS FOR ANALYZING BUYERS.'
JOURNAL OF MARKETING, VOL. 29, NO. 4, OCT., 1965. 9 PAGES
ORGANIZATIONAL, ANALYZING
THE AUTHOR CONTRASTS BUYER BEHAVIORAL MODELS BASED ON FIVE MAJOR THEORIES, AND SHOWS HOW EACH HAS UNIQUE MARKETING APPLICATIONS.
MARSHALLIAN MAN IS CONCERNED CHIEFLY WITH ECONOMIC CUES--PRICES AND INCOME--AND MAKES A FRESH UTILITY CALCU-' LATION BEFORE EACH PURCHASE.
PAVLOVIAN MAN BEHAVES IN A LARGELY HABITUAL RATHER THAN THOUGHTFUL WAY. CERTAIN CONFIGURATIONS OF CUES WILL SET OFF THE SAME BEHAVIOR BECAUSE OF REWARDED LEARNING IN THE PAST.
FREUDIAN MANS CHOICES ARE INFLUENCED STRONGLY BY MOTIVES AND FANTASIES WHICH TAKE PLACE DEEP WITHIN HIS PRIVATE WORLD.
VEBLENIAN MAN ACTS IN A WAY WHICH IS SHAPED LARGELY BY PAST AND PRESENT SOCIAL GROUPS.
HOBBESIAN MAN SEEKS TO RECONCILE INDIVIDUAL GAIN WITH ORGANIZATIONAL GAIN.

0514 KELLY, WILLIAM T.
MARKETING INTELLIGENCE FOR TOP MANAGEMENT.'
JOURNAL OF MARKETING, VOL. 29, NO. 4, OCT., 1965. 6 PAGES
PLANNING, ORGANIZATION, INFORMATION, EVALUATED
A NUMBER OF LARGE COMPANIES ALREADY HAVE MARKETING INTELLIGENCE DEPARTMENTS OR INFORMATION SERVICES DEPART-' MENTS AND OTHERS ARE PLANNING TO ACTIVATE THEM. BETTER EVALUATED, MORE RELIABLE, AND CONCISE INFORMATION SHOULD AFFORD THE BASIS ON WHICH BETTER DECISIONS AND POLICIES COULD BE FORMULATED BY TOP MANAGEMENT.
THE ADVANTAGES IN ESTABLISHING A CENTRALIZED SERVICE ARE DISCUSSED. THEY ARE THE EXPANSION OF TIME HORIZONS, BETTER MACHINERY FOR GATHERING INFORMATION, BETTER PRO-' DUCTION OF FINISHED INTELLIGENCE, REDUCED CONFUSION OF TOP POLICY-MAKERS, PREVENTION OF DISTORTION OF INFORMATION, NEW AND BETTER SOURCES OF INFORMATION, AND CREATIVE INTELLIGENCE FUNCTIONS.
EXTERNAL AND INTERNAL INFORMATION FLOWS ARE DISCUSSED PRIOR TO THE CENTRALIZED SYSTEM. FIGURES SHOW THE ORGANI-' ZATION OF THE INTELLIGENCE-SERVICES DIVISION AND THE DISTORTION OF INFORMATION.

0515 MASON, JOHN L.
THE LOW PRESTIGE OF PERSONAL SELLING.'
JOURNAL OF MARKETING, VOL. 29, NO. 4, OCT., 1965. 4 PAGES
TRAINING, SATISFACTION, PERSONNEL, EDUCATION
THE RELATIVELY LOW OCCUPATIONAL PRESTIGE OF PERSONAL SELLING IS OF PRACTICAL IMPORTANCE BECAUSE MANY INDIVIDUALS DO NOT EVEN CONSIDER SALES WORK AS A POSSIBLE OCCUPATION AND HENCE THERE IS A SHORTAGE OF SALES PERSONNEL, BOTH IN QUANTITY AND QUALITY. ALSO BECAUSE OF THE UNSATISFACTORY

SOCIAL STANDING OF THE OCCUPATION, SALES PEOPLE MAY DERIVE LESS SATISFACTION FROM THEIR WORK THAN IF THEIR OCCUPATION WERE VIEWED MORE FAVORABLY BY SOCIETY.

THE AUTHOR DISCUSSES PERSONAL SELLING IN RELATION TO THE FIVE DETERMINANTS OF OCCUPATIONAL PRESTIGE. THE FIVE MAJOR CRITERIA WHICH PRODUCE PRESTIGE FOR OCCUPATIONS IN OUR SOCIETY ARE THE DISTINCTION BETWEEN WHITE-COLLAR AND BLUE-COLLAR OCCUPATIONS, INCOME, FREEDOM OF ACTION, EDUCATION AND TRAINING, AND POWER. ABSENCE OF FORMALIZED EDUCATIONAL AND TRAINING REQUIREMENTS AND LACK OF AUTHORITY ARE THE MAJOR REASONS FOR THE RELATIVELY LOW OCCUPATIONAL PRESTIGE OF SALESMEN IN OUR SOCIETY.

0516 DOMIN, WILLIAM M. FREYMULLER, JACK
CAN INDUSTRIAL PRODUCT PUBLICITY BE MEASURED.'
JOURNAL OF MARKETING, VOL. 29, NO. 3, JULY, 1965, 4 PAGES
PROGRAM, INDEX

THE AUTHORS ASSESS THE QUESTION, CAN INDUSTRIAL PRODUCT PUBLICITY BE MEASURED, AND DESCRIBE AN APPROACH TO PUBLICITY MEASUREMENT WHICH OFFERS QUANTITATIVE DATA FOR COMPARISON PURPOSES.

INDUSTRIAL PUBLICITY IS-...THE ARM OF SALES AND MANAGEMENT ACTIVITY RESPONSIBLE FOR SECURING EDITORIAL SPACE, AS DIVORCED FROM PAID SPACE, IN ALL MEDIA READ, VIEWED, OR HEARD BY A COMPANYS CUSTOMERS AND PROSPECTS, FOR THE SPECIFIC PURPOSE OF ADDING TO COMPANY PRESTIGE AND ASSISTING IN THE MEETING OF SALES GOALS.-

VARIOUS QUANTITATIVE METHODS ARE USED TO DEMONSTRATE THE RELATIVE EFFECTIVENESS OF AN INDUSTRIAL PUBLICITY PROGRAM. THESE APPROACHES CAN BE CLASSIFIED INTO THREE CATEGORIES--DETERMINATION OF AMOUNT OBTAINED, DETERMINA-' TION OF COST PER UNIT OF PUBLICITY OBTAINED, RELATIONSHIP OF PUBLICITY UNIT COSTS TO UNIT COSTS OF OTHER PHASES OF THE COMMUNICATIONS PROGRAM. INDEX, LIMITATIONS DISCUSSED.

0517 SINGH, TRIPIT NARAYAN BAUMGARTEL, HOWARD
BACKGROUND FACTORS IN AIRLINE MECHANICS WORK MOTIVATIONS
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966
3 PAGES
JOB, EDUCATION, ANALYSIS, QUESTIONNAIRE

A CORRELATIONAL ANALYSIS OF A NUMBER OF QUESTIONNAIRE ITEMS ASSESSING THE IMPORTANCE OF VARIOUS ASPECTS OF THE WORK SITUATION SHOWED 2 THEMES, 1 REFERRED PRIMARILY TO NEEDS FOR ADVANCEMENT AND THE OTHER TO NEEDS FOR SECURITY AND STABILITY IN JOB AND INTERPERSONAL RELATIONS. LEVEL OF EDUCATIONAL ACHIEVEMENT BEARS A POSITIVE RELATIONSHIP WITH ADVANCEMENT MOTIVATION. AGE IS, INDEPENDENTLY, NEGATIVELY RELATED TO ADVANCEMENT NEEDS. TRENDS EXIST TO INDICATE CONVERSE RELATIONSHIPS BETWEEN EDUCATION AND AGE AND THE NEED FOR SECURITY AND STABILITY.

0518 SCHWARTZ, H. A. HASKELL, R. J., JR.
COMPUTER-ASSISTED INSTRUCTION IN INDUSTRIAL TRAINING
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966
4 PAGES
TRAINING, TEST, PROGRAMMED, DATA-PROCESSING, ADMINISTERED, QUESTIONNAIRE

THE STUDY WAS UNDERTAKEN TO TEST THE FEASIBILITY OF REMOTE COMPUTER-ASSISTED INSTRUCTION AS AN INDUSTRIAL TRAINING TECHNIQUE. 79 NEWLY HIRED ELECTRONIC TECHNICIANS RECEIVED THEIR REQUIRED TRAINING IN BASIC DATA-PROCESSING PRINCIPLES THROUGH PROGRAMMED TEXTS, THE STANDARD METHOD USED FOR THIS PRESENTATION. 25 EQUIVALENT STUDENTS RECEIVED THE SAME TRAINING THROUGH A KEYBOARD-OPERATED TERMINAL DEVICE LINKED REMOTELY TO AN IBM 1440 COMPUTER SYSTEM. NO SINGIFICANT DIFFERENCES IN EXAMINATION SCORES WERE OBTAINED. HOWEVER, THERE WAS A SIGNIFICANT SAVING, APPROXIMATELY 10 PER CENT, IN THE TIME REQUIRED TO COMPLETE THE COURSE. ON AN ATTITUDE QUESTIONNAIRE ADMINISTERED SUB-' SEQUENT TO THE COURSES, BOTH GROUPS RATED THEIR RESPECTIVE METHOD OF INSTRUCTION AS APPROXIMATELY EQUAL TO REGULAR CLASSROOM TECHNIQUES IN TERMS OF EFFECTIVENESS.

0519 RORER, LEONARD G. HOFFMAN, PAUL J. HSIEH, KUO-CHENG
OPTIMUM CUTTING SCORES FOR DISCRIMINATION OF UNEQUAL GROUPS
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966
5 PAGES
TEST OPTIMUM DECISION-MAKING UTILITIES

THE ACCURACY WITH WHICH A TEST CLASSIFIES PEOPLE, OBJECTS, OR EVENTS AS BELONGING TO 1 OF 2 GROUPS DEPENDS UPON THE DISTANCE BETWEEN THE MEANS, THE RELATIVE VARI-' ABILITY, THE RELATIVE SIZE, AND THE SHAPE OF THE DISTRI-' BUTIONS OF THE 2 GROUPS. IF THE SCORES FOR EACH OF THE GROUPS ARE NORMALLY DISTRIBUTED, TABLES FOR DETERMINING OPTIMUM CUTTING SCORES FOR A WIDE RANGE OF VALUES OF THE OTHER VARIABLES ARE NOW AVAILABLE, RORER, HOFFMAN, AND HSIEH, 1964. HOWEVER, OVERALL ACCURACY IS AN APPROPRIATE GUIDE FOR DECISION MAKING ONLY WHEN ALL CORRECT CLASSIFI-' CATIONS ARE EQUALLY BENEFICIAL AND ALL INCORRECT CLASSIFI-' CATIONS EQUALLY COSTLY. A SIMPLE TECHNIQUE MAKES POSSIBLE THE UTILIZATION OF THE RORER, HOFFMAN, AND HSIEH TABLES WHEN A DIFFERENT VALUE IS ASSIGNED TO EACH OF THE OUTCOMES.

0520 CAMPBELL, DAVID P.
TEN YEARS LATER ON THE SVIB LIFE INSURANCE SALESMAN SCALE
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966
4 PAGES
JOBS, INFORMATION, ANALYSIS

FROM A POOL OF 2,500 MINESOTA HIGH SCHOOL SENIORS OF THE CLASSES OF 1953 AND 1954, 93 STUDENTS WERE IDENTIFIED WHO HAD -A- RATINGS ON THE SVIB LIFE INSURANCE SALESMAN SCALE. INFORMATION ON THEIR CURRENT OCCUPATIONS WAS COLLECTED FROM 72 OF THEM. OF THESE, 10 PER CENT WERE IN THE LIFE INSURANCE BUSINESS, 32 PER CENT WERE IN OTHER SALES JOBS, 12 PERCENT WERE IN BUSINESS-CONTACT JOBS SUCH AS PUBLIC RELATIONS, 22 PER CENT WERE IN SOCIAL SER-' VICE PERSUASIVE JOBS SUCH AS LAWYER OR MINISTER, AND 24 PER CENT WERE IN ESSENTIALLY UNRELATED JOBS. IN A FURTHER ANALYSIS, EACH PROFILE WAS ANALYZED AS TO ITS APPROPRIATE-' NESS FOR THE INDIVIDUALS CURRENT OCCUPATION. 64 PER CENT WERE CLASSIFIED AS -HITS-, 22 PER CENT AS -MISSES-, AND 14 PER CENT AS -INDETERMINATE-.

0521 ALLMISER, NORMAN C.
DEVELOPMENT OF SUBORDINATES IN PURCHASING MANAGEMENT.'
JOURNAL OF PURCHASING, VOL. 2, 2. MAY, 1966 20P.
IN-SERVICE TRAINING

A SURVEY QUESTIONNAIRE DETERMINED METHODS COMMONLY USED TO TRAIN SUBORDINATES. THE MOST EFFECTIVE METHOD IS USE OF INCREASING RESPONSIBILITY. NEXT BEST METHOD IS DIRECT HELP. THE MOST EFFECTIVE ADDITIONAL ASSIGNMENT FOR TRAINEES IS AN INDIVIDUAL SPECIAL PROJECT. THE GREATEST PROBLEM IN A SUB-' ORDINATES GROWTH IS PLANNING AND SCHEDULING. PART OF THE STUDY WAS OF PURCHASING MANAGERS EXPERIENCES WITH THEIR OWN SUPERIORS. THE MOST EFFECTIVE SUPERIORS SET EXAMPLES TO THE MANAGERS WHILE THE LEAST EFFECTIVE ALLOWED NO INITIATIVE. MANAGERS IDENTIFIED THE MOST IMPORTANT INCENTIVE AS INCREASE IN SALARY OR WAGE. THE MOST COMMONLY USED PENALTY WAS WITH-' HOLDING OF PROMOTION OR UPGRADING. THE MOST EFFECTIVE NON-FINANCIAL INCENTIVE IS THE DESIRE TO ACHIEVE RESULTS.

THE ARTICLE IS SUPPORTED BY TABLES SHOWING RESULTS OF THE SECTIONS OF THE SURVEY.

0522 KIRCHNER, WAYNE K.
A NOTE ON THE EFFECT OF PRIVACY IN TAKING TYPING TESTS.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966
2 PAGES
TEST, JOB

80 FEMALE JOB APPLICANTS COMPLETED A STANDARD TYPING TEST AS PART OF A REGULAR JOB-SELECTION PROCEDURE. OF THESE, 40 WERE TESTED INDIVIDUALLY, 40 IN GROUPS OF 2 OR MORE. WHEN COMPARED ON TEST RESULTS, FEMALES TESTED ALONE TYPED ALMOST 4 WORDS PER MINUTE FASTER ON THE AVERAGE. THE SAME GROUP HAD SLIGHTLY FEWER ERRORS BUT THE DIFFERENCE WAS NOT SIGNIFICANT. RESULTS SUGGESTED THAT PRIVACY COULD HAVE A DIRECT EFFECT ON TEST PERFORMANCE.

0523 HAMMER, CHARLES H. RINGEL, SEYMOUR
INFORMATION ASSIMILATION FROM UPDATED DISPLAYS
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966
5 PAGES
SELECTED, INFORMATION, CODED

THE ACCURACY WITH WHICH SUBJECTS COULD LOCATE UPDATED ELEMENTS OF INFORMATION WAS STUDIED AS A FUNCTION OF USE OF CODED VS. UNCODED UPDATES, NUMBER OF ELEMENTS OF INFORMA-' TION PRESENTED AND NUMBER OF ELEMENTS OF INFORMATION UPDATED. SELECTED FINDINGS DEMONSTRATE THE VALUE OF CODING AS AN INFORMATION ENHANCEMENT TECHNIQUE AND THE CONSIDER-' ABLE EFFECTS OF ELEMENTS PRESENTED AND UPDATED. WITH UNCODED DISPLAYS A REDUCTION IN THE PERCENTAGE OF RESPONSES AS THE NUMBER OF UPDATES INCREASED MAY REFLECT A LESSENING OF SUBJECTS CONFIDENCE IN THEIR ABILITY TO MAKE CORRECT RESPONSES EVEN THOUGH THEIR ACTUAL PERFORMANCE DID NOT APPEAR TO SUFFER.

0524 RAWLS, JAMES R. PERRY, CLIVER TIMMONS, EDWIN O.
STUDY OF CONVENTIONAL AND PROGRAMMED INSTRUCTION
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966
4 PAGES
TRAINING, TEST, PSYCHOLOGY, PROGRAM-INSTRUCTED

THE TRADITIONAL COLLEGE CLASSROOM TEACHING METHOD OF LECTURE AND ASSIGNED READINGS WAS COMPARED WITH AN INDI-' VIDUAL PROGRAMED INSTRUCTIONAL METHOD UTILIZING A PROGRAMED TEXT. SUBJECTS, 21 PAIRS, MATCHED WITH REGARD TO SEX, AGE, INTELLIGENCE TEST SCORE, AND HOURS OF FORMAL TRAINING IN THE BIOLOGICAL SCIENCES, WERE FIRST TESTED UPON COM-' PLETION OF THE PHYSIOLOGICAL PORTION OF AN INTRODUCTORY PSYCHOLOGY COURSE. THEY WERE THEN RETESTED 6 WEEKS LATER. NO SIGNIFICANT DIFFERENCES WERE FOUND IN PERFORMANCE ON TEST 1. HOWEVER, THE LEVEL OF PERFORMANCE ON TEST 2 WAS SIGNIFICANTLY HIGHER FOR THE PROGRAM-INSTRUCTED GROUP.

0525 WEISSENBERG, P. GRUENFELD, L. W.
RELATIONSHIPS AMONG LEADERSHIP DIMENSIONS AND COGNITIVE STYLE
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966
4 PAGES
TEST, SUPERVISORS, ADMINISTERED, QUESTIONNAIRE

WITKINS DIFFERENTIATION HYPOTHESIS SERVED AS A BASIS FOR THE INVESTIGATION OF 3 PROPOSITIONS, A. FIELD-DE-' PENDENT SUPERVISORS WILL SHOW THE HIGHEST -ESTEEM FOR THE LEAST PREFERRED CO-WORKER-, B. FIELD-DEPENDENT SUPERVISORS WILL BE MORE -CONSIDERATE-, AND C. FIELD-INDEPENDENT SUPERVISORS WILL BE MORE -STRUCTURE- ORIENTED. WITKINS EMBEDDED FIGURES TEST, FIELDERS ESTEEM FOR THE LEAST PREFERRED CO-WORKER INSTRUMENT, AND FLEISHMANS LEADERSHIP OPINION QUESTIONNAIRE WERE ADMINISTERED TO 73 CIVIL SERVICE SUPERVISORS. INDIVIDUALS WHO WERE INTERMEDIATE BETWEEN EXTREME FIELD DEPENDENCE AND EXTREME FIELD INDE-' PENDENCE DISCRIMINATED MOST SHARPLY BETWEEN THEIR MOST AND LEAST PREFERRED CO-WORKERS.

0526 ANDERSON, B. BERGER, J. COHEN, B. P.
ZELDITCH, M. JR.
STATUS CLASSES IN ORGANIZATIONS.'
ADMINISTRATIVE SCIENCE QUARTERLY, VOL. 11, NO. 11, SEPT.1966
20 PAGES.
ORGANIZATIONAL, JOB

A THEORY IS FORMULATED FROM WHICH A NUMBER OF WELL-KNOWN PROPERTIES OF ORGANIZATIONAL STATUS STRUCTURES MAY BE DERIVED. IT IS THEN APPLIED TO THE PROBLEM OF ASSIGNING A NEW JOB TO A PLACE IN THE STATUS STRUCTURE. THE THEORETICAL FORMULATION IS CONCERNED ONLY WITH STATUS IN THE SENSE OF RESPECT, WORTH, OR ESTEEM.

IT ASSUMES TWO BASIC PROPERTIES, A DIFFUSE PROPERTY AND A BALANCE PROPERTY, AND SOME NOTIONS OF HOW STATUS--' VALUED STATES COME TO BE RELATED TO EACH OTHER. FROM THIS FORMULATION, CONDITIONS ARE DERIVED UNDER WHICH ASSIGNMENT OF A NEW JOB WILL AND WILL NOT DISTURB THE STABILITY OF AN ORGANIZATIONS EXISTING STATUS STRUCTURE.

0527 BOWERS, D. G. SEASHORE, S.
PREDICTING ORGANIZATION EFFECTIVENESS WITH LEADERSHIP THEORY
ADMINISTRATIVE SCIENCE QUARTERLY, VOL. 11, NO. 11, SEPT.1966

26 PAGES.
SUPERVISORY, SATISFACTION, ORGANIZATIONAL, EVALUATE
RECENT RESEARCH IN THE AREA OF LEADERSHIP SEEMS TO POINT TO THE EXISTENCE OF FOUR BASIC DIMENSIONS OF LEADERSHIP- SUPPORT, INTERACTION FACILITATION, GOAL EMPHASIS, AND WORK FACILITATION. DATA FROM A RECENT STUDY OF 40 AGENCIES OF ONE OF THE LEADING LIFE INSURANCE COMPANIES ARE USED TO EVALUATE THE IMPACT OF BOTH SUPER--' VISORY AND PEER LEADERSHIP UPON OUTCOMES OF SATISFACTION AND FACTORIAL PERFORMANCE MEASURES.
RESULTS FROM THE STUDY SUGGEST THAT THIS CONCEPTUAL MODEL IS USEFUL AND THAT LEADERSHIPS RELATION TO ORGANIZATIONAL OUTCOMES MAY BEST BE STUDIED WHEN BOTH LEADERSHIP AND EFFECTIVENESS ARE MULTIDIMENSIONAL. BOTH PEER AND SUPERVISORY LEADERSHIP MEASURES RELATE TO OUTCOMES. IN MOST INSTANCES, THE ABILITY TO PREDICT IS ENHANCED BY TAKING SIMULTANEOUS ACCOUNT OF NONLEADERSHIP VARIABLES.

0528 GRUENFELD, L. W.
EFFECTS OF TUITION PAYMENT AND INVOLVEMENT ON BENEFIT FROM A MANAGEMENT-DEVELOPMENT PROGRAM
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966
4 PAGES
TRAINNEESHIP IN-SERVICE WORK-STUDY
THIS STUDY INVESTIGATED THE EFFECTS OF PARTICIPANTS INVESTMENTS OF TUITION, TIME, AND EFFORT ON BENEFIT FROM A MANAGEMENT DEVELOPMENT PROGRAM. MEASURES OF BENEFIT CONSISTED OF A SUMMATED RATING SCALE AND THE ECONOMIC SCALE OF THE AVSV. SUBJECTS WERE 99 INDUSTRIAL EXECUTIVES IN A 5-YEAR PROGRAM. THOSE WHO PAID PART OF THEIR TUITION, SPENT RELATIVELY MORE TIME IN THE PROGRAM, AND FOUND THE PROGRAM DIFFICULT, BENEFITED MORE. IT IS CONCLUDED THAT PROGRAMS WHICH DO NOT REQUIRE COMMITMENT AND EFFORT ARE NOT LIKELY TO ACHIEVE THEIR IMMEDIATE VALUE OBJECTIVES.

0529 GOLDBERG, LEWIS R.
RELIABILITY OF PEACE CORPS SELECTION BOARDS
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966
9 PAGES
SELECTION EVALUATE
THE MOST CRUCIAL LINK IN THE PEACE CORPS SELECTION PROCESS IS THE ADVISORY SELECTION BOARD, WHERE A COMPRE-' HENSIVE POOL OF ASSESSMENT DATA ON EACH PEACE CORPS TRAINEE IS EVALUATED AND DISCUSSED. IN AN EFFORT TO BETTER UNDERSTAND THIS IMPORTANT PROCESS OF COLLECTIVE CLINICAL JUDGMENT, 9 PEACE CORPS SELECTION BOARDS WERE STUDIED. AGREEMENT BETWEEN BOARD PARTICIPANTS ON THE OVERALL SUITABILITY OF EACH PEACE CORPS TRAINEE PRIOR TO BOARD DISCUSSION WAS COMPARED WITH THAT REACHED AFTER BOARD DISCUSSION. THE FINDINGS FROM THE BOARDS APPEARED REMARK-' ABLY SIMILAR, INDICATING BOARD DISCUSSIONS TEND TO DECREASE SUITABILITY RATINGS FOR THE AVERAGE TRAINEE, INCREASE THE AVERAGE DISPERSION OF RATINGS FOR THE GROUP OF TRAINEES, AND INCREASE QUITE DRAMATICALLY THE DEGREE OF CONSENSUS AMONG BOARD PARTICIPANTS.

0530 LANE, ROBERT G. PENN, NOLAN E. FISCHER, ROBERT F.
MILLER ANALOGIES TEST, A NOTE ON PERMISSIVE RETESTING.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966
3 PAGES
TEST, ANALYZED, REGRESSION
MEAN SCORES ON THE MILLER ANALOGIES TEST, MAT, WERE COMPUTED FOR 84 GRADUATE STUDENTS, UW GROUP, WHO TOOK THE MAT TWICE, FORM K FOLLOWED BY FORM J. RETEST SCORES WERE SIGNIFICANTLY HIGHER. WHEN EQUIVALENCE STUDY, ES, DATA REPORTED IN THE MAT MANUAL WERE ANALYZED, RETEST SCORES ON FORM J WERE ALSO FOUND TO BE SIGNIFICANTLY HIGHER THAN INITIAL SCORES ON FORM K. HOWEVER, THE DIFFERENCE FOR THE UW GROUP WAS SIGNIFICANTLY GREATER THAN THE CORRESPONDING DIFFERENCE IN THE ES SAMPLE. THE GREATER DIFFERENCE FOR THE UW GROUP MAY BE EXPLAINED PARTIALLY AS A REGRESSION PHENOMENON. HOWEVER, SOME QUESTIONS WERE RAISED AS TO PRACTICE EFFECTS AND THE RELIABILITY OF THE TWO FORMS.

0531 RICHARDSON, LOUIS A., JR.
PERCEIVED VALUE OF JOB TYPE, COMPANY SIZE, + LOCATION
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966
5 PAGES
JOB, ADMINISTRATION
THE INFLUENCE OF JOB LOCATION, STARTING SALARY, TYPE OF WORK, AND COMPANY SIZE IN THE JOB CHOICES OF 113 BUSINESS ADMINISTRATION STUDENTS WAS STUDIED. THE METHOD OF FACTORIAL PAIRED COMPARISONS AND A SCALING TECHNIQUE WHICH ASSIGNED A MONETARY VALUE TO EACH FACTOR WERE USED. ALTHOUGH AN 800 DOLLAR SALARY DIFFERENTIAL INFLUENCED THE JOB CHOICES MORE THAN LOCATION, TYPE OF WORK, OR COMPANY SIZE, ALL THE FACTORS HAS A HIGHLY SIGNIFICANT INFLUENCE AND HAD CONSIDERABLE -TRADE-OFF- VALUE.

0532 LOCKE, EDWIN A.
LEVEL OF ASPIRATION AS A TRAINING PROCEDURE
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966
4 PAGES
TRAINING, TEST, CODE
ON THE BASIS OF A STUDY OF MORSE CODE LEARNING, FRYER, 1964, CLAIMED SUPPORT FOR HIS HYPOTHESIS THAT HAVING SUBJECTS SET LEVELS OF ASPIRATION WOULD LEAD TO A HIGHER PERFORMANCE LEVEL THAN GIVING KNOWLEDGE OF SCORE ALONE. THE PRESENT WRITER REANALYZED FRYERS DATA TO TEST THE HYPOTHESIS THAT THE SUPERIORITY OF THE LEVEL-OF-AS-' PIRATION PROCEDURE WOULD DEPEND UPON THE LEVEL AT WHICH THE GOALS WERE SET. IN 3 OUT OF 4 COMPARISONS IT WAS FOUND THAT SUBJECTS WHO SET HIGH GOALS PERFORMED BETTER THAN SUBJECTS WHO SET LOW GOALS AND BETTER THAN SUBJECTS GIVEN KNOW-' LEDGE OF SCORE ALONE. THERE WERE NO SIGNIFICANT DIFFERENCES BETWEEN SUBJECTS WHO SET LOW GOALS AND SUBJECTS GIVEN KNOW-' LEDGE OF SCORE ALONE. A QUALIFICATION OF FRYERS HYPOTHESIS, TAKING ACCOUNT OF THESE FACTS, WAS THEREFORE PROPOSED.

0533 BERLEW, D. E. HALL, D. T.
SOCIALIZATION OF MANAGERS - EXPECTATIONS ON PERFORMANCE
ADMINISTRATIVE SCIENCE QUARTERLY, VOL. 11, NO. 11, SEPT.1966
15 PAGES.
TESTING, ORGANIZATION, JOB
THE RELATIONSHIPS AMONG EARLY JOB CHALLENGE, EARLY PERFORMANCE, AND LATER PERFORMANCE AND SUCCESS WERE STUDIED IN TWO COMPANIES OF A LARGE INDUSTRIAL ORGANIZATION. THE CAREERS OF TWO GROUPS OF MANAGERS WERE STUDIED DURING THEIR FIRST SIX AND SEVEN YEARS WITH THEIR COMPANIES. THEORETICAL MATERIAL IS PRESENTED WHICH INDICATES THAT A PERSONS FIRST YEAR IN AN ORGANIZATION COULD BE A CRITICAL PERIOD FOR LEARNING. IT IS HYPOTHESIZED THAT FIRST-YEAR JOB CHALLENGE CORRELATES HIGHLY WITH LATER PERFORMANCE AND SUCCESS. THE RESULTS PROVIDE STRONG SUPPORT FOR THE HYPOTHESIS, ALTHOUGH IN ONE COMPANY INITIAL PERFORMANCE IS A BETTER PREDICTOR OF LATER SUCCESS AND PERFORMANCE THAN IS FIRST-YEAR CHALLENGE.
A MODEL OF ORGANIZATIONAL SOCIALIZATION IS PRESENTED FOR FUTURE TESTING.

0534 WALTER, BENJAMIN
INTERNAL CONTROL RELATIONS IN ADMINISTRATIVE HIERARCHIES.'
ADMINISTRATIVE SCIENCE QUARTERLY, VOL. 11, NO. 11, SEPT.1966
29 PAGES.
PROGRAMMED ORGANIZATIONAL DECISIONS CONTROL ADMINISTRATIVE
OBSERVATIONAL TECHNIQUES WERE USED TO TRACE AND MEASURE THE TRANSMISSION OF INFLUENCE IN TWO MUNICIPAL ADMINISTRATIVE HIERARCHIES. TWO HYPOTHESES WERE TESTED.
THE FIRST ASSERTED THAT SUBORDINATES WERE RELATIVELY MORE INFLUENTIAL THAN THEIR SUPERIORS IN THE FORMULATION AND EXECUTION OF NOVEL DECISIONS. THIS HYPOTHESIS WAS CONFIRMED BY OBSERVATION.
THE SECOND HYPOTHESIS CLAIMED GREATER INFLUENCE FOR ORGANIZATIONAL SUPERIORS IN PROGRAMMED DECISION MAKING, BUT THE OBSERVATIONS DID NOT SUPPORT IT.
TABLES ILLUSTRATE THE DATA.

0535 PROCTOR, JAMES W.
MORE AND MORE COMPUTERS DO THE TALKING.'
BUSINESS AUTOMATION VOL. 13, 12. DECEMBER, 1966. 5P.
INFORMATION, CODES
DEVICES FOR THE CONVERSION OF ELECTRICAL IMPULSES INTO MEANINGFUL HUMAN SPEECH ARE TODAY A REALITY. WITH SUCH TECHNIQUES FLAWLESSLY PERFECTED, OPERATING SYSTEMS ARE AT THIS MOMENT PROVIDING STOCK QUOTATION INFORMATION FROM THE AMERICAN STOCK EXCHANGE, RELAYING WEATHER INFORMATION TO AIRPLANE PILOTS -THE AIR FORCES AUTOMATIC VOICE LINK OP-' ERATIONAL WEATHER SYSTEM-, AND GIVING CABLE INFORMATION TO TELEPHONE SERVICE TECHNICIANS. THESE ARE A FEW OF THE AUTOMATIC VOICE RESPONSE SYSTEMS THAT ARE DISCUSSED AT LENGTH IN THIS ARTICLE.
THE SYSTEM AT THE AMERICAN STOCK EXCHANGE MAKES IT POSSIBLE FOR STOCKBROKERS TO DIAL FOUR-DIGIT CODES ON REG-' ULAR OFFICE TELEPHONES AND RECEIVE STOCK QUOTATIONS IN THE FORM OF AN ELECTRONIC HUMAN VOICE, BY MEANS OF A SPEECH-' MAKER. THE STOCKBROKER, WHO COMMUNICATES WITH THE AUDIO PROCESSOR, INTERROGATES MAGNETIC STORAGE DRUMS AT A TELE CENTER WHERE THE LATEST STOCK INFORMATION IS PROCESSED.

0536 MENKHAUS, EDWARD J.
FILMING, FILING AND FINDING.'
BUSINESS AUTOMATION VOL. 13, 12. DECEMBER, 1966. 6P.
PLANS, INFORMATION, INDEXED, DOCUMENTS, CONTROLS
THE MEMPHIS, TENNESSEE, LIGHT, GAS, AND WATER DIVISION USES MICROFILM TO PLACE ITS COMPUTER-PREPARED AND MANUALLY WRITTEN DOCUMENTS IN THE VARIOUS AREAS OF THE COMPANY WHERE THE INFORMATION IS REQUIRED FOR DECISION-MAKING.
A PRIME REFERENCE SOURCE FOR SEVERAL DEPARTMENTS IS A MASTER REGISTER CONTAINING COMPREHENSIVE HISTORICAL AND UP-TO-DATE INFORMATION ON EACH CUSTOMER. WHEN THE MASTER REGISTER IS UPDATED, IT IS SENT TO THE MICROFILM DEPARTMENT WHERE THE REGISTER IS FILMED AND INDEXED. THE INFORMATION CENTER WAS ESTABLISHED IN JULY, 1965, TO PROVIDE -ONE STOP- SERVICE FOR CUSTOMERS WHO TRANSACT BUSINESS VIA TELEPHONE. IN ADDITION TO REDUCING COSTS, THE COMPUTER HAS HELPED IMPROVE CUSTOMER SERVICE, PROVIDES EARLIER REPORTS WITH BETTER CONTROLS AND HAS ADDED VERSATILITY TO THE OPERATIONS. PRESENT PLANS CALL FOR CONVERSION OF THE ROLL FILM FILE TO A JACKETED FILM SYSTEM FOR GREATER AND MORE EFFICIENT ACCESS.

0537 CARROLL, STEPHEN J., JR.
COLLEGE GRADUATE CHARACTERISTICS + RECRUITING DECISIONS
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966
3 PAGES
SELECTION JOB-SEEKING
19 PERSONAL AND BIOGRAPHICAL CHARACTERISTICS OF BUSINESS SCHOOL GRADUATES OF THE UNIVERSITY OF MINNESOTA IN 1961 WERE RELATED TO SEVERAL CRITERIA REPRESENTING SUCCESS IN THE CAMPUS-RECRUITING PROCESS. OF THE CHARACTERISTICS STUDIED, ONLY APPEARANCE RANK, HANDSOMENESS, MARITAL STATUS, AND OFFICE EXPERIENCE WERE FOUND TO BE SIGNIFICANTLY RELATED TO ANY OF THE 5 CRITERIA REPRENENTING STUDENT JOB-SEEKING SUCCESS. THE FINDINGS OF THE STUDY ARE CONTRARY TO THE FINDINGS OF SEVERAL SURVEYS OF CAMPUS RECRUITERS AND FIRMS WITH RESPECT TO THE RELATIVE WEIGHT ASSIGNED TO VARIOUS STUDENT CHARACTERISTICS IN SELECTION DECISIONS.

0538 JERDEE, THOMAS H.
WORK-GROUP VERSUS INDIVIDUAL DIFFERENCES IN ATTITUDE.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966
3 PAGES
TESTED, PLANTS, JOB-ANALYSIS, ADMINISTRATIVE
THE OBJECTIVE WAS TO DETERMINE THE RELATIVE MAGNI-' TUDE OF GROUP AND INDIVIDUAL DIFFERENCES IN JOB ATTITUDES. RESPONSES TO A 20-ITEM LIKERT-TYPE ATTITUDE SCALE WERE OBTAINED FROM 190 EMPLOYEES, SAMPLED FROM 38 WORK GROUPS IN 3 MANUFACTURING PLANTS. THE HYPOTHESIS THAT THE WORK GROUPS DID NOT DIFFER IN JOB ATTITUDES WAS TESTED BY AN ANALYSIS OF VARIANCE. THE OBSERVED WORK-GROUP DIFFERENCES IN ATTITUDES WERE NOT SIGNIFICANT, AND THE LOWEST AND HIGHEST WORK-GROUP MEANS IN EACH OF THE 3 PLANTS WERE NOT SIGNIFICANTLY FAR APART. IN THESE 3 PLANTS, AT LEAST, THE

MORE APPROPRIATE UNIT FOR ADMINISTRATIVE ACTION OR FOR RESEARCH STUDY ON EMPLOYEE ATTITUDES SEEMS TO BE THE INDIVIDUAL, NOT THE WORK GROUP.

0539
HIGH SPEED MICROFILM SYSTEMS.'
BUSINESS AUTOMATION VOL. 13, 12. DECEMBER, 1966. 2P.
INFORMATION, CODES
THE DATA PRODUCTS DIVISION OF STROMBERG-CARLSON HAS INTRODUCED MICROMATION SYSTEMS, A FAMILY OF COMPATIBLE EQUIPMENT DESIGNED TO CUT THE COSTS OF CONVERTING COMPUTER DATA INTO READABLE FORM. THE SYSTEMS OPERATE AT COMPUTER SPEEDS TO RECORD OUTPUT IN ALPHANUMERIC OR IN GRAPHIC FORM.
KEY ELEMENTS IN THE FAMILY ARE THE MICROMATION RECORD-' ERS- THE S-C 4060, 4460, 4440, AND 4360. EACH RECORDER TAKES DIGITAL CODES FROM A COMPUTER OR MAGNETIC TAPE AND TRANS-' LATES THE CODES INTO ORDINARY LANGUAGE OR GRAPHIC FORM AT TAPE SPEEDS. THE INFORMATION IS PRESENTED ON A SPECIAL CATHODE RAY TUBE WHERE CAMERAS AUTOMATICALLY RECORD IT. DATA MAY BE RECORDED ON MICROFILM FOR 16MM ROLL CARTRIDGES OR 35MM APERTURE CARDS. AN OPTIONAL MICROFICHE CAMERA WILL BE AVAILABLE IN THE SYSTEM TO AUTOMATICALLY PRODUCE TITLED MICROFICHE RECORDS WITH 72 IMAGES ON A TAB CARD SIZE, OR IN OTHER SIZES AND FORMATS.

0540 DRATTELL, ALAN
THE NATIONAL DATA BANK- FRIEND OR FOE.'
BUSINESS AUTOMATION VOL. 13, 12, DECEMBER, 1966. 7P.
INFORMATION, CONTROL, ANALYSIS
A CURRENTLY HEATED ISSUE THAT HAS BEEN RECEIVING MUCH ATTENTION IS THE PROPOSAL FOR A NATIONAL DATA BANK TO BE HOUSED IN A NATIONAL DATA CENTER, UNDER FEDERAL CONTROL. IN AN EFFORT TO CLARIFY THE CONTROVERSY, BUSINESS AUTOMATION INTERVIEWED THE TWO LEADING FIGURES IN THE DEBATE- RAYMOND BOWMAN OF THE BUREAU OF THE BUDGET AND REP. CORNELIUS GAL-' LAGHER OF NEW JERSEY.
MR. BOWMAN STATES THAT THE FUNCTION OF THE DATA CENTER WOULD BE TO IMPROVE THE AVAILABILITY OF INTERRELATED STA-' TISTICAL DATA FOR ECONOMIC AND SOCIAL ANALYSIS. THE CENTER WOULD PROVIDE FOR A COORDINATED COMPUTER FACILITY DESIGNED TO IMPROVE ACCESSIBILITY, COMPARABILITY AND USEFULNESS OF STATISTICAL INFORMATION. THE GENERAL PRINCIPLES AND CONDI-' TIONS OF ACCESS, SAYS BOWMAN, WOULD BE DETERMINED BY LAW.
MR. GALLAGHER CONTESTS THE PROPOSAL ON THE GROUND THAT NOT ENOUGH SAFEGUARDS CAN BE BUILT INTO THE SYSTEM TO PRO-' TECT PRIVACY AND CONFIDENTIALITY.

0541 ROTHERY, BRIAN
THE LIMITS OF SYSTEMS ANALYSES.'
DATA PROCESSING VOL. 9, 1, JANUARY, 1967, 2.
ORGANIZATION, JOB, ANALYSES
BECAUSE SYSTEMS ANALYSIS IS SO ALL-PERVADING WITHIN THE ORGANIZATION, DEFINING THE DUTIES AND LIMITS OF THE SYSTEMS ANALYST HAS ALWAYS PRESENTED A PROBLEM. THIS ARTICLE DISCUSSES THE AREAS OF CONCERN TO THE SYSTEMS ANALYST WHICH HELPS FORMULATE HIS JOB DEFINITION.

0542 KELLER, ARNOLD
THE THIRD GENERATION.'
BUSINESS AUTOMATION VOL. 14, 1. JANUARY, 1967. 4P.
PROGRAM, ORGANIZED, EDUCATION, ADMINISTRATIVE
THE YEAR 1967 WILL FIND MANY THOUSANDS OF FIRMS PLUG-' GING INTO THE THIRD GENERATION OF COMPUTING POWER. BUT FOR ALL, THE KEY TO A SUCCESSFUL EDP OPERATION IS A TOTAL COM-' MITMENT TO THE PROGRAM ON THE PART OF ALL ECHELONS OF MAN-' AGEMENT.
BY A TOTAL MANAGEMENT COMMITMENT TO EDP IS IMPLIED THAT TOP CORPORATE MANAGEMENT SHOULD ESTABLISH THE OBJECTIVES, BOTH SHORT- AND LONG-RANGE FOR THE EDP PROGRAM. THE OBJECT-' IVES SHOULD BE RELATED TO THE MAINSTREAMS OF THE ENTERPRISE. THE INTERRELATIONSHIP OF COMPUTER ACTIVITIES WITH OTHER ADMINISTRATIVE SERVICES WILL INFLUENCE THINKING ABOUT THE NEED TO POSITION COMPUTER RESPONSIBILITIES AS PART OF A BROADENED TOP CORPORATE FUNCTIONAL AREA. ALSO STRESSED IN THIS ARTICLE IS SOME SORT OF ORGANIZED MANAGEMENT EXCHANGE PROGRAM WITHIN THE COMPANY TO RESOLVE THE COMMUNICATIONS AND EDUCATION PROBLEMS SURROUNDING EDP.

0543 DOLPHIN, ROBERT
CHARACTERISTICS OF THE FINANCIALLY DISTRESSED.'
BANKING VOL. 59, 7, JANUARY, 1967, 3P.
INFORMATION, COUNSELING
WITH THE RELATIVELY LARGE NUMBER OF FAMILIES FACING FINANCIAL DISTRESS, THE NEED FOR CREDIT COUNSELING SERVICES IS EVIDENT. IN MOST CASES THE FINANCIAL DIFFICULTY CAN BE TRACED TO POOR FAMILY MANAGEMENT. THIS ARTICLE DISCUSSES THE CHARACTERISTICS OF THE FINANCIALLY DISTRESSED IN TERMS OF AGE, MARITAL STATUS, FAMILY SIZE, OCCUPATION, AND INCOME AND COMPARES THEM TO THE BANKRUPT. ALTHOUGH COMPLETE DATA IS NOT AVAILABLE, THE BENEFIT AND SUCCESS OF CREDIT COUNSELING SERVICES IS ALREADY OBVIOUS.
TABULATIONS CONDENSE THE INFORMATION ON CHAR-' ACTERISTICS.

0544
NEEDED NOW- REORGANIZATION AT THE TOP-'
BUSINESS MANAGEMENT VOL. 31, 4. JANUARY, 1967 3P.
PLANNER, ORGANIZATION, ADMINISTRATES
IN MOST COMPANIES, THE CHIEF EXECUTIVE IS A ONE MAN GANG. HE PLANS, HE ADMINISTRATES, AND HE ACTS. BUT LATELY, THERES A GROWING PRACTICE TO TURN THE CHIEF EXECUTIVE FUNC-' TION INTO A FOUR OR FIVE MAN GANG. ORGANIZATION PLANNER REEC H. ROBERTS OUTLINES THE LOGIC BEHIND THE PRACTICE- AND SPELLS OUT THE IMPACT IT HAS ON COMPENSATION.
IN ADDITION TO SOME 40 FUNCTIONS THAT LAY AT THE CHIEF EXECUTIVES FOORSTEP, SOME ADDITIONAL BURDENS HAVE BEEN ADDED DUE TO THE DIVERSSIFICATION IN WHICH MANY COMPANIES HAVE ENGAGED, THE IMPACT OF TECHNOLOGY, NEW INTERNATIONAL ACT-' IVITIES, AND THE PRACTICAL NECESSARITY OF DEALING WITH THE PUBLIC. THE OBVIOUS EFFECT ON COMPENSATION OF THE EXPANDING ROLE OF THE CHIEF EXECUTIVE, IS MORE DOLLARS. ALTHOUGH THE ADOPTION OF THE TEAM APPROACH WILL INCREASE A COMPANYS SO--' CALLED COST OF TOP MANAGEMENT, THE COST SHOULD BE MORE THAN RECOVERED THROUGH INCREASED EFFECTIVENESS.

0545 MYERS, JOHN G.
HIRING COSTS- SOME SURVEY FINDINGS-'
THE CONFERENCE BOARD RECORD VOL. 4, 1. JANUARY, 1967. 10.P.
TRAINING, INFORMATION
HIRING COSTS ARE IMPORTANT FOR EFFICIENT MANAGEMENT, AFFECTING DECISIONS ON PRODUCTION, INVENTORIES, OVERTIME, AND WAGE RATES. IT SEEMS THAT EMPLOYERS ARE FREQUENTLY UN-' AWARE OF THE AMOUNT OF THEIR OWN EXPENDITURES ON HIRING, HOWEVER, AND LITTLE PUBLISHED INFORMATION IS AVAILABLE TO SERVE AS A BASIS FOR COMPARISON WITH THE COSTS OF OTHER EMPLOYERS. A SURVEY OF 17 EMPLOYERS IN MONROE COUNTY, NEW YORK, YIELDS AN AVERAGE COST PER HIRE OF 222 DOLLARS FOR MANUFACTURING EMPLOYERS AND 138 DOLLARS FOR NONMANUFACTURING EMPLOYERS. THE SURVEY COVERED ALL OCCUPATIONS AND EMPLOYED A BROAD DEFINITION OF COSTS OF ADDING WORKERS- INCLUDING TRAINING COSTS-. THE IMPORTANCE OF COST COMPONENTS VARIED WIDELY BY OCCUPATION AND BETWEEN MANUFACTURING AND NON-' MANUFACTURING EMPLOYERS. THE MAGNITUDES OF THE AVERAGE COSTS OF THIS SURVEY ARE SIMILAR TO THE LIMITED INFORMATION NOW AVAILABLE IN PUBLISHED FORM.

0546 RUSH, HAROLD M.F.
WORK UNITS, TEAMS- OR GO GROUPS-'
THE CONFERENCE BOARD RECORD VOL. 4, 1. JAN., 1967. 3P.
COMMUNICATION
BEHAVIORAL SCIENTISTS ARE NOW DEVOTING A MAJOR PORTION OF THEIR RESEARCH TO HELP THE BUSINESSMAN UNDERSTAND THE IMPORTANCE OF GROUP ACTION OR INTERACTION- AND TO THE POINT OF SHOWING THE RELEVANCE OF UNDERSTANDING WHAT IS AND WHAT IS NOT A GROUP. THE VITAL CONCERN HERE IS FOR THE MANAGER WHO APPEARS TO HOLD THE KEY TO THE EFFECTIVENESS OR INEF-' FECTIVENESS OF WORK GROUPS. A MANAGER MAY GEAR HIS LEADER-' SHIP STYLE TOWARD LEADING A GROUP, WHEN, IN FACT, A GROUP DOES NOT EXIST.
THE BASIC NEED FOR THE EXISTENCE OF A REAL GROUP, BE-' HAVIORAL SCIENTISTS STRESS, IS COMMUNICATION IN A BROAD, COMPREHENSIVE SENSE- COMMUNICATION ON AN EMOTIONAL LEVEL IN A FACE-TO-FACE RELATIONSHIP. THIS CREATES A SENSE OF BE-' LONGING, AND THUS, IN THE MAJORITY OF WORK SITUATIONS, COMPANIES FEEL THAT SOME KIND OF GROUP IS DESIRED, INDEED NECESSARY.

0547 LEVINE, ALAN H.
FORECASTING TECHNIQUES.'
MANAGEMENT ACCOUNTING, VOL. 48, 5, JANUARY, 1967, 5P.
FORECASTING, EVALUATED
THREE FORECASTING TECHNIQUES ARE EVALUATED - MOVING AVERAGE, LEAST SQUARES AVERAGE, AND EXPONENTIAL SMOOTHING. THE MOVING AVG TRACES A POSITION THAT DESCRIBES THE MOST PROBABLE RESULT. IT LESSENS EXTREMES, SEASONAL AND RANDOM DATA FLUCTUATIONS. IT IS NOT AS SENSITIVE TO CHANGE AND DATA IS LOST IN ITS COMPUTATION. THE LEAST SQUARES METHOD IS MORE PRECISE AND MATHEMATICAL, BUT SUFFERS FROM A POTENTIAL EXAGGERATION OF SEASONAL VARIATIONS. EXPONENTIAL SMOOTHING WEIGHTS RECENT DATA, THUS LIMITING THE EFFECTS OF OLDER DATA. A DESCRIPTION OF EXPONENTIAL SMOOTHING METHODS IS INCLUDED IN THE ARTICLE. IN AN EVALUATION OF THE METHODS, EXPONENTIAL SMOOTHING IS EASIEST TO COMPUTE AS IS MOVING AVG WHILE LEAST SQUARES IS MOST RELIABLE AND OBJECTIVE.

0548 MANTHEY, PHILIP S.
PROFIT PLANNING USING FORECAST SCHEDULES.'
MANAGEMENT ACCOUNTING, VOL. 48, 5, JANUARY, 1967, 18P.
PLANNING, MAKING, FORECAST, DECISION
THE ARTICLE EXPLORES MEANS OF MAKING EFFECTIVE FORE--' CASTS TO LOWER THE RISKS OF DECISION MAKING. SALES CAN BE FORECAST USING A CHARACTERISTIC SALES PATTERN BASED ON PAST SALES TEMPERED BY UPPER AND LOWER LIMITS. THIS CAN BE JOINED TO AN INVENTORY FORECAST WHICH CAN BE USED TO FORE-' CAST PRODUCTION.
OTHER USEFUL FORECAST SCHEDULES INCLUDE PURCHASING, MAINTENANCE, VACATION, AND MANNING SCHEDULES. THESE SCHEDULES ALLOW A BETTER ALLOCATION OF CORPORATE RESOURCES AND EFFORTS TO ACHIEVE PROFITS. ALL OF THE SCHEDULES ARE EXPLAINED, WITH FORMULAS AND GRAPHS SHOWING USAGES OF THE SCHEDULES.

0549 DRUCKER, PETER F.
HOW THE EFFECTIVE EXECUTIVE DOES IT.'
FORTUNE, VOL. 75, NO. 2, FEBRUARY, 1967, 4 PAGES
PERSONALITY
THE EFFECTIVE EXECUTIVE, THE MAN WHO CAN GET THINGS DONE, IS NOT A SPECIAL -TYPE-. SOME ARE EXTROVERTS, SOME ALOOF, SOME FAT, SOME LEAN, SOME WORRIERS, SOME RELAXED. THERE ARE EFFECTIVE EXECUTIVES WHO RADIATE WARM CHARM WHILE OTHERS HAVE A FROZEN-MACKEREL PERSONALITY. BUT ALL SHARE HABITS THAT CAN BE LEARNED. MANAGEMENT EXPERT PETER DRUCKER ELABORATES ON SOME OF THE PRACTICES THAT ARE COMMON TO EFFECTIVE MANAGERS AND EVEN MORE RELEVANT TO THEIR SUCCESS THAN IMAGINATION, INTELLIGENCE, OR BRILLIANCE. SOME OF HIS CONCLUSIONS, TO A MAN, EFFECTIVE EXECUTIVES PUT FIRST THINGS FIRST, THEY CONCENTRATE THEIR EFFORTS ON THE PRESENT AND FUTURE AND ARE WILLING TO GET RID OF YESTERDAYS SUCCESSES THAT HAVE OUTLIVED THEIR USEFULNESS, THEY DO NOT WORRY ABOUT -HUMAN RELATIONS-, WHAT PULLS PEOPLE TOGETHER IN AN ORGANIZATION IS A COMMON SENSE OF PURPOSE, THEY OFTEN ASK THEMSELVES, -HOW DO I MANAGE MY BOSS-

0550 SHELTON, WILLIAM
HOW ANDY MCGHEE GOT A BETTER JOB.'
FORTUNE, VOL. 75, NO. 1, JANUARY, 1967, 4 PAGES
RULE, RECRUITING, PLANT, JOB
WHATS IT LIKE WHEN A MAN WITH SEVERAL YEARS EXECU-' TIVE SEASONING GIVES UP ONE JOB AND DECIDES TO LOOK FOR A BETTER ONE. IN A FOUR-MONTH SEARCH, 34-YEAR-OLD ANDREW MCGHEE, LATELY A PLANT MANAGER FOR PUREX, FOUND A BUYERS MARKET IN SALARY AND A SELLERS MARKET IN RESPONSIBILITY. MCGHEE GOT BROAD EXPOSURE BY MAILING OUT MORE THAN 130 RESUMES TO CORPORATIONS SITUATED THROUGHOUT THE COUNTRY.

AND HE DISCOVERED WIDE DIFFERENCES IN RECRUITING FIRMS PRICES AND PRACTICES. MCGHEE WAS INTERVIEWED BY 38 COMPANIES.

MCGHEE VIOLATED A CARDINAL RULE BY QUITTING HIS OLD JOB BEFORE HE HAD ANOTHER STONE TO STEP TO. BUT HE THINKS HE DID THE RIGHT THING. BEFORE HIS SEARCH ENDED, HE RECEIVED 13 JOB OFFERS. IF YOU HAVE THOUGHT OF CHANGING JOBS,, MCGHEES NARRATIVE MAY NOT MAKE THE TASK EASIER, BUT IT WILL GIVE YOU AN IDEA OF WHAT TO EXPECT.

C551 WRIGHT, WILMER
USE OF STANDARD DIRECT COSTING.'
MANAGEMENT ACCOUNTING, VOL. 48, 5, JANUARY, 1967, 8P.
PLAN, FORECASTS

DIRECT COSTING IS AN ACCOUNTING TECHNIQUE WHICH SAYS THAT ALL COSTS CAN BE CLASSIFIED AS EITHER FIXED OR VARIABLE WITH RESPECT TO SHORT-TERM VOLUME OF PRODUCTION OR SALES. ALL SUCH COSTS SHOULD BE SEGREGATED AND KEPT APART IN ACCTG. RECORDS. STANDARD DIRECT COSTING CORRECTS CERTAIN ERRORS IN DIRECT COSTING. IT ALLOCATES PERIOD COSTS TO THE PRODUCTS THUS IMPROVING LONG-RANGE DECISIONS. PROFIT PLANNING IS AN IMPORTANT PART OF SDC. AN ANNUAL MASTER PROFIT PLAN PROVIDES THE DISTRIBUTION OF PERIOD COSTS TO PRODUCTS. CAPITAL IS ALSO DISTRIBUTED TO PRODUCTS, ALLOWING FULL-COST AND ROI DATA FOR LONG-RANGE DECISIONS. SDC ALSO ALLOWS A MONTHLY REVISION OF PROFIT FORECASTS FOR THE REST OF THE YEAR, AND A BETTER LOCATION OF VARIANCES FROM MONTHLY PROFIT PLANS.

THE ARTICLE IS ACCOMPANIED BY SUPPORTING TABLES.

C552 ULLMAN, JOSEPH C.
USING TURNOVER DATA TO IMPORVE WAGE SURVEYS.'
PERSONNEL JOURNAL, VOL. 45, NO. 9, OCTOBER, 1966, 4 PAGES
SELECTION, RECRUITMENT

OCCUPATIONAL WAGE SURVEYS INVARIABLY SHOW THAT A WIDE RANGE OF WAGE RATES ARE PAID TO WORKERS IN A GIVEN OCCUPATION IN A PARTICULAR GEOGRAPHIC AREA. THIS ARTICLE PRESENTS EVIDENCE THAT SUGGESTS THAT PART OF THE VARIATION IN WAGE RATES CAN BE EXPLAINED BY EXAMINING DIFFERENCES IN FIRMS COSTS OF REPLACING WORKERS, BECAUSE LOW-WAGE COS. SPEND MORE TO REPLACE WORKERS THAN DO HIGH-WAGE COS. KNOWLEDGE OF AVERAGE TURNOVER, OR PREFERABLY REPLACEMENT, RATES, IN PARTICULAR, WOULD HELP EMPLOYERS ASSESS THE SIGNIFICANCE OF THEIR STANDING IN THE WAGE RATE RANGE.

ESTIMATES OF REPLACEMENT COSTS ARE DISCUSSED IN TERMS OF RECRUITMENT COSTS, SELECTION AND PLACEMENT COSTS, ON-THE-JOB COSTS, AND SEPARATION COSTS.

TABLES.

C553 NEWPORT, M. GENE
PARTICIPATIVE MANAGEMENT, SOME CAUTIONS.'
PERSONNEL JOURNAL, VOL. 45, NO. 9, OCTOBER, 1966, 5 PAGES
DECISION-MAKING

-PARTICIPATIVE-MANAGEMENT IS NOT A PANACEA. THE ASSUMPTION THAT IT FITS ALL SITUATIONS EQUALLY IS AS ERRONEOUS AS A BLANKET APPLICATION OF RIGID AUTHORITARIAN-' ISM. THE AUTHOR SUGGESTS A FEW -CAUTION- SIGNS TO BE HEEDED BY MANAGEMENTS ADOPTING THE PARTICIPATIVE APPROACH.

INDIVIDUAL DIFFERENCES MUST BE CONSIDERED. GREATER DEGREES OF FREEDOM AND INDEPENDENCE IN THE WORK SITUATION ARE NOT DESIRED EQUALLY BY ALL PEOPLE.

THERE ARE UNKNOWNS TO BE CONSIDERED AS CONCERNS THE PROPORTION OF THE WORKING POPULATION PREFERRING PARTICI-' PATION IN DECISION-MAKING, AS WELL AS IN OTHER PROCESSES OF MANAGEMENT. THUS, THE TOTAL ORGANIZATIONAL SITUATION MUST BE ASSESSED AND THESE VARIOUS UNKNOWNS MUST BE ISOLATED.

A CHANGE IN MANAGEMENT IDEOLOGIES IS ONE OF AN EVO-' LUTIONARY NATURE. ASSUMPTIONS ROOTED IN THE PAST ARE NOT MODIFIED OVERNIGHT. MUCH TIME AND EFFORT ARE REQUIRED.

C554 KIRKPATRICK, DONALD L.
PARTICIPATION IN OUTSIDE MANAGEMENT DEVELOPMENT PROGRAMS
PERSONNEL JOURNAL, VOL. 45, NO. 9, OCTOBER, 1966, 4 PAGES
PROGRAM PERSONNEL ORGANIZATION COUNSELING

WHEN COMPANIES EXPEND SIZABLE AMOUNTS OF MONEY AND TIME ON MANAGEMENT DEVELOPMENT PROGRAMS CONDUCTED BY UNIVER-' SITIES AND OTHER ORGANIZATIONS, HOW DO THEY KNOW WHETHER OR NOT THEY ARE GETTING THEIR MONEYS WORTH. DR. KIRKPATRICK OFFERS SUGGESTIONS TO COMPANIES FOR OBTAINING MAXIMUM BENEFITS FROM SUCH PROGRAMS.

WHEN IT HAS BEEN DECIDED THAT A PERSON WILL ATTEND AN OUTSIDE MANAGEMENT DEVELOPMENT PROGRAM, SOMEONE IN THE ORGANIZATION, PREFERABLY FROM THE PERSONNEL DEPT., SHOULD COORDINATE THE ACTIVITIES NECESSARY TO OBTAIN MAXIMUM BENEFITS. THESE INCLUDE PRE-ATTENDANCE COUNSELING WHERE THE TRAINEE IS ORIENTED ON WAYS OF OBTAINING MAXIMUM BENEFITS. HE SHOULD ALSO BE TOLD WHAT IS EXPECTED OF HIM WHEN HE RETURNS. ANOTHER IMPORTANT ACTIVITY IS POST-ATTENDANCE COMMUNICATION AND MOTIVATION. THE PARTICIPANT WILL PUT TO USE THINGS WHICH ARE ENCOURAGED AND EXPECTED BY HIS BOSS.

C555 FERGASON, GUY
WHAT MAKES AN EFFECTIVE EXECUTIVE.'
BESTS INSURANCE NEWS VOL. 67, 9, JANUARY, 1967, 3P.
SELECTING, PLANNING, MAKING

UP TO A CERTAIN POINT COURSES AND SEMINARS ARE HELPFUL IN LEARNING TO BE AN EXECUTIVE, BUT MANAGEMENT IS MOSTLY EXPERIENCE. THIS ARTICLE PRESENTS A LIST OF IMPORTANT DUTIES OF AN EXECUTIVE. IT DISCUSSES THE NEED FOR BUDGETING TIME BY SELECTING PRIORITY TASKS AND COMPANY OBJECTIVES. MAKING DECISIONS AND DELEGATING AUTHORITY ARE RECOGNIZED AS IMPORTANT, EMPHASIZING ADVANCE PLANNING AND TIMING FOR SUCCESS. THE EXECUTIVE MUST ALSO TEACH HIMSELF THROUGH HIS EXPERIENCE TO BE MOST EFFECTIVE.

C556 NOLAND, ROBERT L.
REFLECTIONS BEFORE THE INTERVIEW.'
PERSONNEL JOURNAL, VOL. 45, NO. 9, OCTOBER, 1966, 3 PAGES
SUPERVISOR, ORGANIZATION, OPTIMAL, JOB

THE EMPLOYEE APPRAISAL OR DEVELOPMENT INTERVIEW MUST BE HANDLED BY THE SUPERVISOR WITH AN UNDERSTANDING OF ITS SENSITIVITY, IF BOTH THE COMPANY AND THE EMPLOYEE ARE TO PROFIT. THE AUTHOR MAKES A PLEA FOR A PERIOD OF THOUGHTFUL CONSIDERATION OF THE THREE KEY POINTS, THE JOB, THE MAN, AND YOU--PRIOR TO THE INTERVIEW.

MORE SPECIFICALLY, REFLECT ON WHERE IN THE FRAMEWORK OF THE SECTION DOES THE MANS JOB FIT, WHAT ARE THE STANDARDS WHICH DETERMINE WHETHER HIS PERFORMANCE IS ACCEPTABLE, DOES SUCCESSFUL PERFORMANCE OF THIS JOB ASSUME AND DEMAND SPECI-' FIC APTITUDES, IS THE PRESENT JOB CONDUCIVE TO THE PERSONS GROWTH IN THE ORGANIZATION, THE PERSONS PRESENT PERFORMANCE, PRIOR PERFORMANCE, EXPLAINING HIS PERFORMANCE, HIS ATTITUDE TOWARD THE INTERVIEW, YOUR GOALS, AND YOUR OWN FEELINGS TOWARD BOTH THE INTERVIEW ITSELF AND THE EMPLOYEE.

THE BRIEF TIME REQUIRED TO REFLECT ON THE MAN, THE JOB, AND YOU, WILL NORMALLY INSURE THE OPTIMAL OUTCOME POSSIBLE.

C557 GRAHAM, GERALD H.
JOB SATISFACTION.'
PERSONNEL JOURNAL, VOL. 45, NO. 9, OCTOBER, 1966, 4 PAGES
SUPERVISOR, SATISFACTION, PSYCHOLOGICAL, ORGANIZATIONAL, JOB

JOB SATISFACTION IS IMPORTANT TO BOTH THE INDIVIDUAL AND THE COMPANY. THROUGH PROPER SUPERVISORY AND ORGANI-' ZATIONAL PRACTICES, MUCH CAN BE DONE TO MOTIVATE AN INDIVIDUAL TOWARD GREATER PRODUCTIVITY WHILE ALLOWING HIM TO FULFILL HIS PSYCHOLOGICAL NEEDS.

THE JOB ITSELF GOES FAR IN DETERMINING WHETHER OR NOT WORKERS WILL BE SATISFIED AND MOTIVATED. WHEN POSSIBLE, INDIVIDUAL TASKS SHOULD BE STRUCTURED IN SUCH A WAY AS TO PROVIDE WORKERS AT EACH LEVEL WITH JOBS WHICH CHALLENGE THEIR CAPABILITIES AND ALLOW THEM OPPORTUNITIES TO SATISFY THEIR ASPIRATIONS. THE SUPERVISOR IS A DISTRIBUTOR OF RECOGNITION THROUGH MERIT RATING PROCEDURES AND THROUGH EVERYDAY INFORMAL COMMENTS. HE MUST LEARN TO RECOGNIZE GOOD WORK AND REWARD IT ACCORDINGLY. THE INFLUENCE OF FELLOW WORKERS MUST BE RECOGNIZED AS A STRONG MOTIVATING FORCE. MANAGEMENT SHOULD ALSO BE AWARE OF OUTSIDE FACTORS WHICH INFLUENCE PSYCHOLOGICAL MOTIVATION.

C558 MARTINO, ROCCO L.
THE LANGUAGE OF INFORMATION SYSTEMS.'
DATA PROCESSING, VOL. 9, 2, FEBRUARY, 1967, 3P.
SELECTION, PROGRAMMING, INFORMATION, EVALUATES

THE REQUIREMENTS FOR A UNIFORM COMPUTER LANGUAGE ARE THAT IT BE COMPLETELY GENERALIZED AND APPLICABLE TO ANY INFORMATION SYSTEM REGARDLESS OF THE PROCESSING MEDIA. THIS IS THE FIRST PART OF AN ARTICLE THAT EVALUATES HOW SOME PRESENT LANGUAGES ATTEMPT TO MEET THESE REQUIREMENTS. DATA MOVEMENT, ARITHMETIC OPERATIONS AND LOGICAL SELECTION, THE FUNCTIONS OF ALL COMPUTERS, ARE REVIEWED AS A BASIS FOR THIS EVALUATION. THE THREE GENERAL GROUPS OF AUTOMATIC PROGRAMMING SYSTEMS, SPECIFICALLY GENERATORS, ASSEMBLY ROUTINES AND COMPILERS ARE ALSO DISCUSSED.

C559 ROTHERY, BRIAN
THE COST OF EFFICIENCY.'
DATA PROCESSING, VOL. 9, 2, FEBRUARY, 1967, 2P.
PROGRAM, OPTIMUM, JOBS, CONTROL

THE AIM TO MAKE A WORKING ENVIRONMENT 100 PER CENT EFFICIENT INVOLVES EXORBITANT COSTS IN MAN HOURS AND MATERIAL OFTEN UNREALIZED. THIS ARTICLE PRESENTS LIMITATIONS RELATING TO SCIENTIFIC PROGRAMS WHICH INDICATE A MARGINAL OR OPTIMUM POINT IN EFFICIENCY. THE LIMITS OF THESE ROUTINES, BEYOND AN OPTIMUM POINT COSTS LEAP, PROGRAMS REDUCE IN EFFICIENCY AS THE JOBS THEY CONTROL INCREASE IN EFFICIENCY, THE TIME IN WHICH THEY CAN BE APPLIED IS LIMITED, AND THERE IS NO ONE SOLUTION IN ANY SCIENTIFIC PROGRAM, ARE THE COSTS OF EFFICIENCY AND MUST BE RECOGNIZED.

C560 GRANT, C. B. S.
CERTIFICATE IN DATA PROCESSING EXAMINATION
DATA PROCESSING, VOL. 9, 2, FEBRUARY, 1967, 2P.
JOB EDUCATION

THE CERTIFICATE IN DATA PROCESSING IS A COVETED HONOR THAT INDICATES PROFESSIONALISM IN THE FIELD. BASED ON PAST EXPERIENCE, STATISTICS INDICATE THAT THE ANNUAL CDP EXAM-' INATION IS GETTING HARDER AND THE COMPETITION IS GETTING ROUGHER. THIS ARTICLE ANALYZES THE STATISTICAL PROBABILITY FOR ATTAINING THIS HONOR AND THE TENATIVE PROFILE OF A TYPICAL SUCCESSFUL CANDIDATE IN VIEW OF HIS AGE, RECENCY OF EDUCATION, AFFILIATIONS, EDUCATIONAL LEVEL, LENGTH AND JOB EXPERIENCE AND COLLEGE MAJORS AND COURSES.

THE CONCLUDING THOUGHT IS THAT WHILE THE EXAMINATION IS PASSING CANDIDATES WITH HOMOGENEOUS CHARACTERISTICS, THE RESULT MAY BE RELATIVELY MEANINGLESS AND IT MIGHT BE BETTER TO CERTIFY ACCORDING TO QUALIFIED CATEGORIES.

C561 FOREMAN, WAYNE J.
MANAGEMENT TRAINING TECHNIQUES.'
PERSONNEL JOURNAL, VOL. 45, NO. 9, OCTOBER, 1966, 5 PAGES
TRAINING, SELECTING, PROGRAMS, PLANNED, JOB, INFORMATION

THIS STUDY WAS UNDERTAKEN FOR THE PURPOSE OF COLLECTING DATA THAT WOULD HELP TO PROVIDE FACTUAL IN-' FORMATION ON THE USE OF MANAGEMENT DEVELOPMENT AND TRAINING PROGRAMS BY LARGE CORPORATIONS.

THIS STUDY HAS SHOWN A CLEAR EMPHASIS UPON MGT. TRAINING AND DEVELOPMENT WITHIN LARGE CORPORATIONS.

THE THREE MOST POPULAR TRAINING TECHNIQUES USED INSIDE THE COMPANY WERE ON-THE-JOB, CONFERENCE AND DISCUSSION, AND JOB ROTATION. SEVERAL CORP. SPONSORED MGT. COURSES AT UNIVERSITIES AND SEMINARS PLANNED BY PROFESSIONAL AND TRADE ASSOCIATIONS.

RESULTS OF THE SURVEY INDICATED THAT COLLEGE PLACE-' MENT BUREAUS WERE THE MOST PRODUCTIVE SOURCE IN SELECTING MANAGEMENT TRAINEES WITHIN THE PAST 3 YEARS.

INTELLIGENCE IS THE MOST IMPORTANT PERSONAL CHARACTER-' ISTIC DESIRED IN MGT. TRAINEES. OF THE HIRED TRAINEES, 48.2 PER CENT HAD A SCIENTIFIC FIELD EDUCTIONAL BACKGROUND.

C562 MORGAN, PHILIP L.
AUTOMATIC DATA PROCESSING OF PERSONNEL DATA.'
PERSONNEL JOURNAL, VOL. 45, NO. 9, OCTOBER, 1966, 5 PAGES
RETRIEVAL, PERSONNEL, ORGANIZATION, INFORMATION, CONTROLLED

-CAREFULLY CONTROLLED, THE COMPUTER PROVIDES THE PERSONNEL MANAGER WITH AN EXCELLENT TOOL, ONE THAT CAN FREE

HIS PEOPLE FROM MUCH DRUDGERY. BUT THIS SOPHISTCCATED SYSTEM IS NOT AN END IN ITSELF. ITS PURPOSE IS THE ACCOM-' PLISHMENT OF THE PERSONNEL FUNCTION MORE EFFICIENTLY AND PRODUCTIVELY, AND THE EXTENSION OF ITS SERVICE TO THE REST OF THE ORGANIZATION.-

THE AUTHOR DISCUSSED FIVE PRINCIPLES AIMED AT SOLVING PROBLEMS AT THE OPERATIONAL LEVEL. ESTABLISH A DATA BASE THAT INCORPORATES EACH PIECE OF PERSONNEL INFORMATION YOU SHOULD KNOW ABOUT YOUR EMPLOYEES, ELIMINATE MULTIPLE HANDLING AND STORAGE, INTEGRATE DATA INTO A COMPOSITE RECORD, ESTABLISH METHODS OF DATA RETRIEVAL THAT ALLOW COMPLETE ACCESSIBILITY TO THE INFORMATION STORED, AND INVOLVE THE EMPLOYEES.

AN INTEGRATED PERSONNEL DATA SYSTEM IS DISCUSSED FOR LARGE AND SMALL COMPANIES.

C563 HAY, JOHN E. KUMNICK, MILES D.
COUNSELING INDUSTRIAL MANAGERS WITH Q SORTS.'
PERSONNEL JOURNAL, VOL. 45, NO. 9, OCTOBER, 1966, 5 PAGES
TRAINING, TESTED, SELECTION, PSYCHOLOGISTS, PROGRAMS, COUNSELING

-LACK OF QUALIFIED MANAGERS TODAY POINTS UP THE NEED FOR FULLY DEVELOPING PRESENT MANAGERS FOR ADVANCEMENT. NEW METHODS MUST BE FOUND TO AID IN THE SELECTION AND TRAINING PROSESS. THE Q SORT METHOD, USED MAINLY BY PSY-' CHOLOGISTS, WAS TESTED HERE TO DETERMINE ITS VALUE AS AN AID IN FACE-TO-FACE COUNSELING OF MANAGERS AND EXECUTIVES IN CONNECTION WITH DEVELOPMENTAL PROGRAMS.-

THE TERM -' SORTS- REFERS TO A SERIES OF DESCRIPTIVE STATEMENTS PRINTED ON CARDS, WHICH ARE SORTED INTO COLUMNS ACCORDING TO THEIR SIMILARITY TO A PERSONS SELF-PERCEPTIONS.

THIS STUDY HAS DEMONSTRATED THAT THE Q SORT METHOD CAN BE UTILIZED EFFECTIVELY IN THE COUNSELING PROCESS WITH MANAGERS, AND IT CAN ALSO IDENTIFY GROUP TRAINING NEEDS OF MANAGERS AS A WHOLE. THE SPECIFIC Q SORT ITEMS THEMSELVES WERE FOUND TO BE EFFECTIVE IN THE FACE-TO-FACE COUNSELING PROCESS ITSELF.

C564 AULENBACH, BETTY
FUNDAMENTALS OF DIRECT MAIL.'
ADVERTISING AND SALES PROMOTION VOL. 15, 2, FEBRUARY, 1967, 8P.
TEST, RULES

THIS SPECIAL REPORT IS BASED ON THE DIRECT MAIL ADVER-' TISING ASSOCIATIONS LATEST INSTITUTE. THIS IS THE FIRST OF FIVE ARTICLES, AND IS A DISCUSSION OF THE THE BASICS WHICH DISTINGUISH BETWEEN DIRECT MAIL, MAIL ORDER AND UNMAILED DIRECT ADVERTISING, EXPLAINING THE FORMS AND LISTING THE ADVANTAGES. TECHNOLOGY AND COMMON SENSE, BASED ON THE -KISS- AND -RIC- APPROACHES AND RULES OF IMPROVEMENT, YIELD EFF-' ECTIVE COPY.

METHODS OF ACHIEVING CONTINUITY IN LETTER, ENVELOPE, BROCHURES, REPLY CARD AND COLOR, ARE EXPLAINED IN THE NEXT SECTION DEALING WITH THE PHYSICAL PACKAGE. MAILING LISTS ARE DISCUSSED IN REGARD TO BUYING, RENTING AND EXCHANGING. THE ARTICLE ON TESTING SUGGESTS WHAT TO TEST AND HOW TO TEST PARTS OF THE DIRECT MAIL SERIES. IN SUMMARY THE MAJOR FUNCTIONS AND THE CARDINAL PRINCIPLES OF DIRECT ADVERTISING ARE LISTED.

C565 COCK, ROBERT I.
HOW TO ANALYZE PURCHASING EXPENDITURES.'
PURCHASING VOL. 61, 13, DECEMBER 29, 1966. 3P.
CONTROL, ANALYZE

IF PAPERWORK IS KEEPING YOU FROM USING SOME OF PUR-' CHASINGS BEST COST REDUCTION TECHNIQUES, HERE IS AN EASY--' TO-USE SAMPLING METHOD THAT WILL TELL YOU WHERE TO START-WITHOUT INVESTING A LOT OF MONEY.

THE FIRST STEP IS TO GET A REPRESENTATIVE SAMPLE OF YOUR PURCHASE ORDERS USING A RANDOM NUMBER SAMPLING TECH-' NIQUE. THE P.O. SHOULD BE RECORDED ON CARDS AND FILED IN DESCENDING ORDER OF TOTAL COST. THIS WILL PUT THE HIGHEST COST ITEM ON TOP. NEXT ORDER ITEMS ARE GROUPED IN COST CATEGORIES TO SEGREGATE HIGH AND LOW-VALUE ITEMS. FINALLY, BY COMBINING THESE ITEMS INTO THE CONVENTIONAL ABC GROUPS - 11, 18, AND 71 PERCENT GROUPS- ONE CAN FIND WHERE TO CONCENTRATE COST REDUCTION EFFORTS. AN ADDITIONAL ADVANTAGE IN FOCUSING ATTENTION ON THE HIGH-VALUE ITEMS IS CLOSER CONTROL OF LEADTIMES.

C566 OSWALD, HENRY
TRANSLATION BY XACT.'
DATAMATION VOL. 13, 1. JANUARY, 1967, 2P.
PROGRAM, CODE, ANALYZES

A FULLY AUTOMATIC SOFTWARE TRANSLATION SYSTEM CALLED XACT HAS BEEN UNDER DEVELOPMENT AT CELESTRON ASSOCIATES, INC., SINCE 1961. XACT REQUIRES AS INPUT THE SOURCE PROGRAM IN SOURCE MACHINE LANGUAGE. THE PROGRAM LOADER THAT LOADS IT INTO THE SOURCE MACHINE, AND A DESCRIPTION OF THE DATA THAT THE SOURCE PROGRAM IS INTENDED TO OPERATE UPON. THE TRANSLATOR THEN ANALYZES THE SOURCE PROGRAM TO PRODUCE A MACHINE-INDEPENDENT DESCRIPTION OF THE FUNCTIONS PERFORMED AND TARGET CODE COMPILATION.

AUTOMATIC PROGRAMMING TRANSLATION IS A PROBLEM IN THAT IT TAKES CONSIDERABLE EFFORT TO PRODUCE A SOFTWARE TRANS-' LATOR. THE GREATEST ADVANTAGE IS THAT SOURCE AND TARGET MACHINE DIFFERENCES BECOME UNIMPORTANT TO PROGRAM COMPATI-' BILITY. THE PROGRAMS IN QUESTION HERE ARE APPLICATIONS PROGRAMS, NOT -SOFTWARE.-

C567 EDELMAN, PAUL R.
SAFEGUARDING TAPE-STORED DATA-'
DATAMATION VOL. 13, 1. JANUARY, 1967, 2P.
PROGRAM, ANALYSIS

AFTER THE DISASTROUS PENTAGON FIRE SEVERAL YEARS AGO, MANY PEOPLE RE-EVALUATED THEIR TAPE STORAGE PROCEDURES AND SAT DOWN TO RECTIFY THEIR DEFICIENCIES. WESTINGHOUSE ELEC-' TRIC WAS NO EXCEPTION.

ANALYSIS OF THE 5000-TAPE CAPACITY STORAGE VAULT RE-' VEALED 3 CATEGORIES OF TAPES- REPORT PRODUCING, PROGRAM, AND MOST IMPORTANT OF ALL, MASTER FILE TAPES. A POPULAR APPROACH USED IS THE REMOTE LOCATION APPROACH. SEVERAL TAPE STORAGE UNITS WERE INSTALLED IN AIR CONDITIONED, HUMIDITY-CONTROLLED ROOMS ABOUT 500 YARDS DISTANT FROM THE MAIN COMPUTER OPERA-' TION. DELIVERY AND PICKUP ARE PROVIDED BY A TAPE LIBRARIAN WHO USES A STANDARD TAPE CART. THE HANDLING OF MASTER-FILES WHICH ARE UPDATED AT REGULAR INTERVALS PRESENTED A SOMEWHAT MORE COMPLEX PROBLEM. THE GRANDFATHER SYSTEM ALREADY HAD 3 SETS OF TAPE FOR EACH APPLICATION. ROTATION OF THE THREE SETS IS NOW EFFECTED SO THAT THE GRANDFATHER TAPE NOW RE-' CEIVES THE NEXT UPDATED FILE.

C568 STIMMLER, PAUL T.
THE JOB EVALUATION MYTH.'
PERSONNEL JOURNAL, VOL. 45, NO. 10, NOVEMBER, 1966, 3 PAGES
RULES, PLAN, JOB, EVALUATION

-JOB EVALUATION IS A USEFUL TOOL IN THE SOLUTION OF PROBLEMS OF WORK SIMPLIFICATION. BUT IT SHOULD NOT BE CONSIDERED AS A SCIENCE EMPLOYING RIGID RULES. RATHER, CONSIDER IT AS AN ART USING THE MORE FLEXIBLE TOOLS OF DISCRETION, TACT AND DIPLOMACY TO INSURE THAT THE JOB EVALUATION PLAN WILL PROVE RELIABLE, COMPETITIVE AND REPRESENTATIVE.-

EXPERIENCE HAS BROUGHT TO LIGHT CERTAIN OBSERVATIONS WHICH SERVE TO DISPEL SOME OF THE MYSTERY AND POINT OUT A COMMON SET OF GUIDE-LINES HAVING A USEFUL PURPOSE IN IDENTIFYING AND APPROACHING A NUMBER OF THE MORE BOTHERSOME PROBLEMS IN EVALUATION. POINTS DISCUSSED ARE THOROUGH INVESTIGATION, QUESTION TECHNIQUE, TECHNICAL AID, ANALOGY CONSTRUCTION, ACTUAL EVALUATION, HONEST APPRAISAL, CON-' SISTENT APPROACH, EGOCENTRIC TENDENCIES, ERROR ADMISSION, AND TERMINAL SALESMANSHIP.

C569 BLAI, BORIS, JR.
THE STUDENT PERSONNEL PROGRAM--ON THE THRESHOLD.'
PERSONNEL JOURNAL, VOL. 45, NO. 10, NOVEMBER, 1966, 4 PAGES
PROGRAM, PERSONNEL, EDUCATIONAL

-PROFESSOR MAX R. RAINES, 1966, DEFINES THE STUDENT PERSONNEL PROGRAM AS CONSISTING OF -A SERIES OF RELATED FUNCTIONS DESIGNED TO SUPPORT THE INSTRUCTIONAL PROGRAM, RESPOND TO STUDENT NEEDS AND FOSTER INSTITUTIONAL DEVELOP-' MENT.- UNFORTUNATELY, -MANY STUDENT PERSONNEL PROGRAMS LACK THE PROFESSIONAL LEADERSHIP THAT MIGHT ENHANCE DEVELOPMENT.- YET IT IS IMPERATIVE TO THE EDUCATIONAL -HEALTH- OF THE LEARNING CENTER, BE IT SECONDARY SCHOOL, COLLEGE OR UNIVERSITY, THAT THE STUDENT PERSONNEL PROGRAM BE INCORPORATED INTO, NOT MERELY ATTACHED TO, THE INSTITUTIONS EDUCATIONAL PROGRAM.-

THE RATIONALE FOR THIS VIEWPOINT, WHICH IS DISCUSSED, -APPEARS BOTH COMPELLING AND URGENT-.

C570 DROTNING, JOHN E.
SENSITIVITY TRAINING, SOME CRITICAL QUESTIONS.'
PERSONNEL JOURNAL, VOL. 45, NO. 10, NOVEMBER, 1966, 3 PAGES
TRAINING, MAKING, JOB, EVALUATE, DECISION, T-GROUP

CAN SENSITIVITY LEARNING BE TRANSFERRED BY THE RECIPIENT FROM THE LABORATORY TO THE JOB. DOES THE INTIMACY OF T-GROUP DISCUSSION LEAD TO EXCESSIVE STRESS ON THE INDIVIDUAL TO THE POINT OF POSSIBLE INJURY TO THIS MENTAL HEALTH. THESE AND OTHER QUESTIONS ARE STUDIED IN AN EFFORT TO EVALUATE SENSITIVITY TRAINING.

THE T-GROUP IS DESIGNED TO EXPAND ONES AWARENESS AT THE CONSCIOUS AND PRE-CONSCIOUS LEVEL, TO LET ONE LOOK INSIDE ONES SELF IN ORDER TO LEARN MORE ABOUT ONES OWN BEHAVIOR AND ITS IMPACT ON OTHERS.

SENSITIVITY TRAINING IS AN INTENSE EMOTIONAL EXPERI-' ENCE WHICH MAY BE PUT TO GOOD USE. BUT IT OUGHT TO FOCUS ON THE PROCESS OF GROUP DECISION MAKING RATHER THAN ON INDIVIDUAL OR PERSONAL GROWTH, IF THIS IS TO HAPPEN. PERHAPS THE T-GROUP OUGHT TO WORK WITH REAL CONCEPTUAL PROBLEMS RATHER THAN FOCUS ONLY ON EMOTIONAL LEARNING. IT WOULD SEEM ADVISABLE TO CAREFULLY SCREEN PARTICIPANTS.

C571 HOWELL, WILLIAM J.
JOB PRIDE.'
PERSONNEL JOURNAL, VOL. 45, NO. 10, NOVEMBER, 1966, 3 PAGES
SATISFACTION, JOB

BIG COMPANIES AND BIG UNIONS MAY BE RESPONSIBLE FOR SOME AGGRAVATING FACTORS RESULTING IN LOSS OF JOB SATIS-' FACTION BY EMPLOYEES. WHAT CAN BE DONE TO INSTILL THE IMPORTANT ELEMENT OF JOB PRIDE IN THE INDIVIDUAL WORKER. THOROUGH HONESTY AND HIGH ETHICS OF THE EMPLOYER AND THE UNION MUST BE CULTIVATED. INDIVIDUAL IDENTITY MUST BE BETTER RECOGNIZED. THE MODERN REPLACEMENT OF INDIVIDUAL PRIDE HAS TO BE GROUP OR TEAM PRIDE. THE CHANCES FOR SUCCESS OF GROUP INCENTIVES TO MAINTAIN JOB PRIDE ARE MUCH BETTER IN SMALL COMPANIES THAN BIG. THESE FACTORS AND OTHERS ARE DISCUSSED.

THE SOURCE OF PRIDE FOR THE WORKER WHO IS A COG IN THE INDUSTRIAL MACHINE MAY BE IN IDENTIFICATION WITH THE END-USE OF THE PRODUCTS OF HIS EFFORTS.

IDENTIFICATION OF LABOR WITH MANAGEMENT IS ABETTED BY MANAGEMENTS IDENTIFICATION WITH LABOR.

C572 BAER, JAMES W.
A RECRUITERS GUIDE TO SUCCESSFUL FAILURE.'
PERSONNEL JOURNAL VOL. 45, NO. 10, NOVEMBER, 1966, 4P.
RECRUITER, ORGANIZATIONS, JOB

IT IS THE RECRUITERS JOB TO ATTRACT AND EMPLOY TOP CANDIDATES FOR HIS COMPANY. BUT IT SOMETIMES APPEARS THAT THE RECRUITER AND HIS COMPANY ARE BENT ON LOSING AS MANY GOOD CANDIDATES AS THEY HIRE. THE FOLLOWING -RECRUITMENT CRIMES ARE IN USE BY COUNTLESS ORGANIZATIONS AND WILL GENERALLY RESULT IN A TARNISHED COMPANY IMAGE, LOSS OF TOP TALENT AND UNNECESSARY GRIEF.-

-BE SURE TO DELAY YOUR DECISIONS AS MUCH AS POSSIBLE. AVOID THE NECESSITY TO DECIDE BETWEEN TWO OR MORE GOOD MEN BY FAILING TO CONTACT THEM. PASS THE BUCK RATHER LIBERALLY. BEGIN SEARCHING FOR AN EXECUTIVE BEFORE YOU REALLY KNOW WHAT IT IS YOU WANT OR WHY. SIDESTEP SPECIFIC QUESTIONS ABOUT CO. OBJECTIVES. AVOID GIVING THE CANDIDATE ANY WRITTEN LITERATURE. NEVER CHECK REFERENCES. IGNORE PHYSICAL

FACILITIES AND EMPLOYEE ATTITUDES, KEEP FACTS FROM THE CON-' SULTANT, GIVE HIM ENTIRE RESPONSIBILITY, FAKE AN OUTSIDE SEARCH, AND DO NOT QUESTION APPLICANTS COMPETENCE.-

C573 KYOJIRO, H.
A DECISION CURVE FOR LEASE OR BUY.'
MANAGEMENT SERVICES VOL. 4, NO.1, JAN-FEB. 1967. 6P.
MAKING, DECISIONS, ANALYSIS

COMPARISON OF THE COSTS OF LEASING AND OF BUYING INDUSTRIAL EQUIPMENT IS NOT A SIMPLE TASK, FOR TWO OF THE ELEMENTS THAT DETERMINE THE COST OF OWNERSHIP ARE UNCERTAIN FUTURE AMOUNTS THAT MUST BE ESTIMATED. THIS ARTICLE OUTLINES A METHOD FOR GRAPHICAL ANALYSIS OF THESE UNCERTAIN FACTORS- THE DISCOUNT RATE OF MONEY AND THE RESIDUAL WORTH OF THE EQUIPMENT AT THE END OF THE PERIOD UNDER STUDY.

THE DECISION CURVE OUTLINED IN THIS STUDY PERMITS DECISION MAKING BY SIGHT SCANNING. IT ALSO RELIEVES MANAGE-' MENT OF THE TASKS OF EXPLICITY STATING AN ASSUMED RATE OF RETURN AVAILABLE ON CAPITAL AND OF PREDICTING A SPECIFIC RESIDUAL WORTH. THUS, THE DECISION-MAKER CAN DEAL IN PARAMETERS.

C574 WOODFIELD, L.W.
LESSENING THE DANGERS OF UNCERTAINTY.'
MANAGEMENT SERVICES, VOL. 4, NO. 1, JAN-FEB. 1967. 5P.
FORECASTS, DECISION

EVERY CAPITAL BUDGETING DECISION MUST BE BASED ON UNCERTAIN DATA- FORECASTS OF FUTURE COSTS AND RETURNS. EXECUTIVES ALLOW FOR UNCERTAINTY IN VARIOUS WAYS, FEW OF THEM EXPLICIT AND NONE OF THEM SCIENTIFIC. THIS AUTHOR PROPOSES THE USE OF SUBJECTIVE PROBABILITIES TO ESTIMETE THE LIKELIHOOD OF THE VALUES PROVING CORRECT AND DESCRIBES HOW THE TECHNIQUE HAS WORKED IN ACTUAL COMPANY APPLICATION.

THE EMPLOYMENT OF THE MODEL ENCOURAGE IMPROVEMENT OF CAPITAL BUDGETING PROCEDURES BEING USED WITHIN THE COMPANY THE INCREMENTAL COSTS OF APPLYING THE MODEL WERE FOUND TO BE INMATERIAL.

C575 REITER, M.J.
REPORTS THAT COMMUNICATE.'
MANAGEMENT SERVICES, VOL. 4, NO.1 JAN-FEB., 1967. 4P.
INFORMATION, ANALYZE

THE MODERN ACCOUNTANT MUST BE MORE THAN A MANIPULATER OF FIGURES. IT IS NOT ENOUGH TO GATHER INFORMATION, OR EVEN TO ANALYZE ITS MEANING. ALL THIS IS WASTED EFFORT IF THE RESULTS ARE NOT REALLY COMMUNICATED TO THOSE WHO MUST USE THEM. THIS ARTICLE REVIEWS SOME OF THE BASICS OF COMMUNI-' CATION THEORY AND EXPLAINS THEIR APPLICATION TO THE ACCOUNTANTS REPORTING FUNCTION.

THE GUIDEPOSTS TO A GOOD REPORT SUGGESTED BY THE AUTHOR ARE- CLARITY, CONSISTENCY, ADEQUATE COVERAGE, ADAPTABILITY TO DIFFERENT VIEWPOINTS AND INTEREST.

C576 JOHNSON, H.G.
KEY ITEM CONTROL.'
MANAGEMENT SERVICES VOL.4, NO.1, JAN-FEB. 1967. 6P.
RULES, PLAN, CONTROL

MOUNTAINS OF PAPERWORK CAN STRETCH THE EXECUTIVES WORK DAY TO INTOLERABLE LENGTH- MUCH OF IT WASTED TIME. THIS AUTHORS SOLUTION IS KEY ITEM CONTROL, A SYSTEM WHICH THE REPORTS FOR EACH MANAGER ARE TAILORED TO HIS NEEDS AND FOCUSED SHARPLY UPON THOSE KEY ITEMS THAT REQUIRE HIS ACTIVE ATTENTION.

THE GROUND RULES FOR THIS SYSTEM ARE, TO PLAN AND CONTROL THOSE AREAS IN WHICH GOOD OR POOR PERFORMANCE CAN MATERIALLY INFLUENCE THE RESULTS OF OPERATIONS. SECOND, IT IS NECESSARY TO REPORT THAT PERFORMANCE IN THE MOST EASILY UNDERSTOOD AND ACTION-PROVOKING MANNER. THE IDENTIFICATION OF KEY ACTION INDICATORS IS VITAL TO THE SUCCESS OF THE SYSTEM.

C577 MURRAY, G.L.
SCIENTIFIC VS. PRACTICAL MANAGEMENT- A PRAGMATIC APPROACH.'
MANAGEMENT SERVICES, VOL. 4, NO.1, JAN-FEB., 1967, 8P.
OPERATIONS RESEARCH

SOME SEE OPERATIONS RESEARCH AS THE SOLUTION TO ALL MANAGEMENT PROBLEMS, OTHERS CALL IT A FAD. THE TRUTH, OF COURSE, LIES SOMEWHERE IN BETWEEN. SIMILARLY, THE PRACTICAL WAY TO SOLVE IMMEDIATE BUSINESS PROBLEMS LIES SOMEWHERE BETWEEN A PERFECTIONIST REFUSAL TO SOLVE ANYTHING UNTIL EVERYTHING CAN BE SOLVED AND A SLAPDASH TREATMENT OF SYMPTOMS RATHER THAN AILMENTS. THIS ARTICLE OFFERS A MIDDLE GROUND.

HE POINTS OUT THAT THE TRAINING AND EXPERIENCE OF MOST BUSINESSMEN AND ACCOUNTANTS HAS BEEN OUTSIDE THE FIELD OF SCIENCE AND MATHEMATICS- BUT THAT THIS IS NO REASON FOR BUSINESSMEN TO FEAR OR IGNORE SCIENTIFIC APPROACHES TO BUSINESS PROBLEMS.

C578 HART, A.
CHART FOR EVALUATING PRODUCT RESEARCH AND DEVELOPMENT PROJECTS
OPERATIONAL RESEARCH QUARTERLY VOL. 17, 4. DEC., 1966. 11P.
SELECTED, INDEX, EVALUATING

THIS ARTICLE PRESENTS A METHOD OF EVALUATING RESEARCH AND DEVELOPMENT PROJECTS. THE METHOD IS BASED ON THE USE OF AN EVALUATION CHART. THE MAIN PURPOSE OF THE CHART IS TO CALCULATE A PROJECT SCORE WHICH IS A MEASURE OF A SELECTED EVALUATION CRITERION. A METHOD OF CONSTRUCTING A CHART IS ILLUSTRATED USING A PROJECT INDEX AS THE EVALUATION CRI-' TERION. THE CHART CONTAINS A LIST OF 12 QUESTIONS, THE ANSWERS TO WHICH ARE ASSUMED TO BE THE MAIN DETERMINANTS OF THE VARIABLES IN THE FORMULA OF THE INDEX. EACH QUESTION IS FOLLOWED BY A SET OF ANSWERS FROM WHICH A CHOICE IS TO BE MADE, AND UNDERNEATH EACH ANSWER IS A NUMERICAL SCORE. THE NUMERICAL SCORES ARE LOGARITHMIC FUNCTIONS OF THE ANSWERS TO WHICH THEY RELATE, AND WHEN ADDED TOGETHER GIVE A PROJECT SCORE WHICH IS A LOGARITHMIC FUNCTION OF THE INDEX. VARIOUS METHODS OF USING THE CHART, AND A SUGGESTED EVALUATION PROCEDURE, ARE ALSO DESCRIBED.

C579 BATTERSBY, ALBERT CARRUTHERS, J.A.
ADVANCES IN CRITICAL PATH METHODS.'
OPERATIONAL RESEARCH QUARTERLY VOL. 17, 4. DEC., 1966. 19P.
PLANNING, CONTROL, ANALYSED

IT IS NOW 10 YEARS SINCE CRITICAL PATH ANALYSIS WAS INTRODUCED INTO BRITISH INDUSTRY. DURING THAT TIME ITS SCOPE AND USEFULNESS HAVE BEEN SUBSTANTIALLY INCREASED. THIS ARTICLE IS A CRITICAL REVIEW OF ITS DEVELOPMENT. IT SHOWS HOW IT HAS ENABLED MANAGEMENT PLANNING AND CONTROL SYSTEMS TO BE EVOLVED WHICH EMBRACE COSTS AND RESOURCES, IN ADDITION TO TIME. FACTORS INFLUENCING THE DEGREE OF SUCCESS SO FAR ARE ANALYSED, AND POTENTIAL AREAS FOR FURTHER DEVELOPMENT OUTLINED. THE RANGE OF INDUSTRIAL APPLICATIONS IS ILLUS-' TRATED. IT IS SHOWN HOW THE TECHNIQUE HAS SOMETIMES REVEALED AND CREATED PROBLEMS IN EXISTING MANAGEMENT STRUCTURES. CRITICAL PATH ANALYSIS CAN BE REGARDED AS A POWERFUL AID TO SOUND MANAGEMENT, BUT NOT A PANACEA, NOR A SUBSTITUTE FOR IT.

C580 ORDEN, A.
THE EMERGENCE OF A PROFESSION.'
COMMUNICATIONS OF THE ACM, VOL. 10, NO. 3, MARCH, 1967. 3P.
PROGRAMMING, EDUCATIONAL

COMPUTER PROGRAMMING DEALS WITH AN ENORMOUS VARIETY OF ACTIVITIES AND IS CARRIED ON BY PEOPLE WITH A GREAT VARIETY OF BACKGROUNDS. IT SEEMS CLEAR THAT PART BUT NOT ALL OF THIS ACTIVITY IS EVOLVING TOWARD A DISTINCT PROFESSIONAL FIELD, BUT THAT THE SCOPE OF THIS EMERGING PREFESSION, AND SOME OF ITS ECONOMIC, SOCIAL AND EDUCATIONAL CHARACTERISTICS ARE AS YET BY NO MEANS WELL DEFINED. IN THIS PAPER, THESE ISSUES ARE EXAMINED AND SOME OPINIONS ABOUT THEM ARE EXPRESSED.

C581 ELLIOT, C.O.
NEW APPROACHES TO BUSINESS DATA PROCESSING.'
JOURNAL OF DATA MANAGEMENT, VOL.5, NO.2, FEBRUARY, 1967, 8P.
ORGANIZE, INFORMATION

THIS ARTICLE FIRST BRINGS TO LIGHT THE PROBLEMS INHERENT IN TEACHING MASS DATA PROCESSING, THEN IT POINTS UP THE NEED FOR NEW METHODS AND TECHNIQUES, AND FINALLY PRESENTS A PARTICULAR APPROACH FOR TEACHING AND USING EDP IN TODAYS WORLD.

THE COMPUTER HAS CREATED A CHALLENGE WHICH COLLEGES OF BUSINESS HAVE BEEN RELUCTANT TO ACCEPT. ACCOUNTING HAS AC-' CEPTED THE COMPUTER TO ACCUMULATE AND ORGANIZE DATA. THE ATTITUDE RESULTS IN THE COMPUTER BEING USED AS A BIG ADDING MACHINE. THE NEED FOR GREATER UTILIZATION OF THIS TOOL IN VARIOUS PHASES OF BUSINESS INFORMATION SYSTEMS IS EVIDENT.

DISCUSSED ARE SOME OF THE BASIC DIFFERENCES IN THE REQUIREMENTS OF MATHEMATICAL AND MASS DATA SYSTEMS APPLI-' CATIONS, AND NEW TECHNIQUES WHICH MAY HAVE SOME POTENTIAL IN SIMPLIFYING THE FORMAT AND PROCEDURAL LOGIC REQUIREMENTS OF MASS DATA SYSTEMS APPLICATIONS.

C582
HOW TO REDUCE OFFICE COSTS.'
BUSINESS MANAGEMENT, VOL. 31, NO. 6, MARCH, 1967, 5P.
PROGRAM, JOBS, INFORMATION

OFFICE AND CLERICAL COSTS HAVE A WAY OF STEADILY IN-' CREASING. BUT THESE COSTS CAN BE LOWERED AND KEPT WITHIN BOUNDS, IF NONESSENTIAL JOBS ARE DROPPED AND PERFORMANCE BOOSTED. HERE, FIVE MANAGEMENT CONSULTANTS SUGGEST WAYS TO IMPROVE YOUR FLOW OF INFORMATION WHILE IMPROVING CLERICAL WORKERS PRODUCTIVITY. ONE IMPORTANT POINT- MAKE IMPROVEMENTS IN YOUR MOST PRODUCTIVE DEPARTMENT FIRST. RESULTS THERE WILL SELL THE PROGRAM ELSEWHERE.

C583 BAKES, M.D.
SOLUTION OF SPECIAL LINEAR-PROGRAMMING PROBLEMS
OPERATIONAL RESEARCH QUARTERLY VOL. 17, 4. DEC., 1966, 17P.
RULES, OPTIMALITY

THIS PAPER GIVES A METHOD OF SOLUTION FOR LINEAR--' PROGRAMMING PROBLEMS WHOSE CONSTRAINTS CAN BE SPLIT INTO TWO SETS, THE FIRST HAVING A SPECIAL STRUCTURE, SUCH AS THAT OF THE TRANSPORTATION PROBLEM FOR EXAMPLE, WHILE THE SECOND SET IS QUITE GENERAL. A PROBLEM WITH ONLY THE FIRST SET OF CON-' STRAINTS IS REFERRED TO AS A FAVOURED PROBLEM, WHILE A PROBLEM WITH BOTH SETS IS CALLED A COMPLETE PROBLEM.

THE PROPOSED METHOD IS BASICALLY THE SIMPLEX PROCEDURE SPECIALIZED FOR A PROBLEM WITH A PARTICULAR STRUCTURE, AND THE FEASIBILITY AND OPTIMALITY CRITERIA AND THE RULES FOR BASIS CHANGE ARE THE SAME AS THOSE USED IN THE SIMPLEX PRO-' CEDURE. HOWEVER, THE METHOD TAKES ADVANTAGE OF THE SIMPLE ALGORITHMS DEVELOPED FOR THE FAVOURED PROBLEM AND USES THEM TO SOLVE THE COMPLETE PROBLEM IN AN EFFICIENT MANNER.

C584 CHAMPION, D.J.
DEPERSONALIZATION- SOME IMPLICATIONS FOR BANK EMPLOYEES.'
THE JOURNAL OF INDUSTRIAL ENGINEERING, VOL.18, NO.3, MARCH, 1967. 4P.
AUTOMATION

THERE IS A DISCUSSION OF ONE METHOD FOR DETECTING THE NATURE OF THE SOCIAL IMPACT OF AUTOMATION ON EMPLOYEES. THIS STUDY WAS CONDUCTED IN A BANK WHICH WAS CHANGING TO AN ELECTRONIC DATA PROCESSING COMPUTER SYSTEM. BY MEANS OF QUESTIONNAIRES AND PERSONAL INTERVIEWS, THE INCREASE IN DEPERSONALIZATION WAS MEASURED. IMPLICATIONS STEMMING FROM INCREASED DEPERSONALIZATION AND AN ASSESSMENT OF THIS IMPACT ARE INCLUDED IN THE DISCUSSION.

C585 SMALLEY, H.E.
ANOTHER LOOK AT WORK MEASUREMENT.'
THE JOURNAL OF INDUSTRIAL ENGINEERING, VOL. 18, NO.3, MARCH, 1967. 16P.
PERFORMANCE APPRAISAL

THIS ARTICLE DESCRIBES THE STATE OF THE ART OF WORK MEASUREMENT. ATTITUDES TOWARD WORK MEASUREMENT AND THE STATUS OF WORK MEASUREMENT PRACTICES, THE SUBSTANTIVE NATURE OF HUMAN WORK, AND AN AXIOMATIC APPROACH TO WORK MEASUREMENT THEORY ARE DISCUSSED.

HUMAN WORK, CONCEPTUALIZED TO INCLUDE APPROPRIATE SUPPLY AND DEMAND CONSIDERATIONS, IS THE ONLY MEANINGFUL MEASURE OF HUMAN INPUTS TO A SYSTEM, THE MOST EQUITABLE BASIS FOR EMPLOYEE RECOGNITION, AND THE MOST REASONABLE MODULUS OF EMPLOYER UTILITY. THUS, THERE IS A PRESSING NEED

FOR STANDARDIZED TERMINOLOGY AND UNAMBIGUOUS DEFINITIONS TO BE ADOPTED SO THAT MATHEMATICAL INTERRELATIONSHIPS WILL CONSTITUTE A SCIENTIFICALLY JUSTIFIED THEORY OF WORK MEASUREMENT.

0586 THELWELL, RAPHAEL R.
AN EVALUATION OF LINEAR PROGRAMMING AND MULTIPLE REGRESSION FOR ESTIMATING MANPOWER REQUIREMENTS.'
THE JOURNAL OF INDUSTRIAL ENGINEERING, VOL. 18, NO. 3, MARCH 1967. 10P.
PROGRAMMING, MANPOWER, INFORMATION, EVALUATION, ANALYSIS
THIS ARTICLE DESCRIBES AN ANALYSIS OF LINEAR PROGRAM-' MING AND MULTIPLE REGRESSION AS ALTERNATIVE ESTIMATING TECHNIQUES FOR MANPOWER REQUIREMENTS. THE APPLICABILITY OF THE USUAL REGRESSION MODELS ASSUMPTION CONCERNING A CONSTANT VARIANCE WHEN APPLIED TO A WORK MEASUREMENT SITUATION IS DISCUSSED. AN ALTERNATIVE LP FORMULATION, WHICH MAKES BETTER USE OF THE OBSERVATIONS, AND ONE WHICH PROVIDES A BETTER FIT TO MODELS WITH A CONSTANT TERM ARE PRESENTED. THE USE OF ADDITIONAL MANAGERIAL INFORMATION TO SUPPLEMENT THE TRADI-' TIONAL INFORMATION ON RESOURCES USED AND UNITS COMPLETED IS SUGGESTED FOR LP. INCLUDED IS A DISCUSSION OF THE APPLIC-' ABILITY OF DUMMY VARIABLES TO BOTH TECHNIQUES PERMITTING THE ANALYSIS OF VARIABLES WHICH CAN ONLY BE CLASSIFIED AND NOT MEASURED ON A CONTINUOUS SCALE.

0587
COLLEGE RECRUITING COMBAT STUDENT DISENCHANTMENT
BUSINESS MANAGEMENT, VOL. 31, NO. 6, MARCH, 1967. 4P.
RECRUIT, PROGRAMS, PLANTS
BUSINESS IS NOT GETTING ALL THE COLLEGE GRADUATES IT NEEDS. BUSINESS, STUDENTS THINK, IS FOR THE BIRDS. AS A RESULT, MANY COMPANIES ARE GOING OUT OF THEIR WAY TO CHANGE THIS ATTITUDE AND RECRUIT BRIGHT YOUNG TALENT. THIS ARTICLE DETAILS FOUR IMAGINATIVE WAYS YOUR COMPANY MAY BE ABLE TO IMPROVE ITS RECRUITING EFFORTS.
THE FOUR METHODS ARE- LET PHILANTHROPY BUILD YOUR CORPORATE IMAGE, GIVE STUDENTS AN INSIDE LOOK AT BUSINESS, ENCOURAGE TEACHERS TO VISIT PLANTS AND SUPPLEMENT CAMPUS RECRUITING BY OPERATING SUMMER WORK PROGRAMS. NINE OTHER POINTS ARE LISTED AS ESSENTIAL TO SUCCESSFUL COLLEGE RECRUITING.

0588 KOPP, K.K.
A COMPUTER PROGRAM FOR TIME STUDY ANALYSIS.'
THE JOURNAL OF INDUSTRIAL ENGINEERING, VOL.18, NO.2, FEBRUARY, 1967, 6P.
PROGRAM, ANALYSIS
THE COMPUTATIONAL AND SUMMARIZING OPERATIONS APPLIED TO THE INDUSTRIAL ENGINEERS TIME STUDY DATA ORDINARILY CONSUME TIME WHICH COULD BE USED TO BETTER ADVANTAGE. BY USING A COMPUTER FOR THESE DATA HANDLING OPERATIONS, MUCH OF THIS TIME CAN BE SAVED. THE ARTICLE DESCRIBES THE LAYOUT AND USE OF A TIME STUDY OBSERVATION SHEET ON WHICH DATA CAN BE RECORDED IN FORM SUITABLE FOR KEY-PUNCHING AND COMPUTER PROCESSING. BY REDUCING THE TIME REQUIRED FOR, AND THE COST OF, TIME STUDIES, APPLICATION OF TIME STUDY TECHNIQUES TO MAINTENANCE AND OTHER INDIRECT LABOR ACTIVITIES IS MADE MORE ATTRACTIVE.

0589 KOZIARA, E.C. K.S.
DEVELOPMENT OF RELOCATION ALLOWANCES AS MANPOWER POLICY.'
INDUSTRIAL AND LABOR RELATIONS REVIEW VOL. 20 NO. 1 OCT. 1966 10P.
PROGRAM, MANPOWER, JOB
RELOCATION ALLOWANCES-GRANT/OR LOANS TO UNEMPLOYED PERSONS TO AID THEM TO MOVE TO JOB OPPORTUNITIES IN OTHER AREAS THAN WHERE THEY PRESENTLY LIVE-HAVE BEEN DISCUSSED AND DEBATED IN THE UNITED STATES FOR SOME YEARS. AS YET, HOWEVER, ONLY LIMITED STEPS HAVE BEEN TAKEN TO PROVIDE SUCH ALLOWANCES. THIS ARTICLE EXPLORES THE BENEFIT AND LIMITATIONS OF RELOCATION ALLOWANCES AND EXAMINES THE REASONS WHY THEY HAVE NOT BEEN FULLY ACCEPTED AS PART OF OUR MANPOWER PROGRAM.

0590 GITELMAN, H.M.
OCCUPATIONAL MOBILITY WITHIN THE FIRM.'
INDUSTRIAL AND LABOR RELATIONS REVIEW VOL. 20 NO. 1 OCT. 1966 16P.
TESTING, JOB, EVALUATIONS, ANALYZED
IN THIS UNIQUE STUDY, THE MOVEMENT OF WORKERS AMONG JOBS IN A SINGLE FIRM, THE WALTHAM WATCH COMPANY, OVER A PERIOD OF THIRTY YEARS IS ANALYZED IN AN EFFORT TO IDENTIFY THE DETERMINANTS OF MOBILITY AND TO ASSESS THEIR RELATIVE INFLUENCES. THREE MEASURES OF MOBILITY ARE EMPLOYED- MOVE-' MENT FROM UNSKILLED TO SKILLED WORK, MOVEMENT WITHIN A JOB CLASSIFICATION SYSTEM, AND WORKERS OWN EVALUATIONS OF WHAT CONSTITUTES JOB PROGRESS. TESTING LLOYD REYNOLDS HYPOTHESES AS TO THE DETERMINANTS OF MOBILITY, THE STUDY CONCLUDES THAT INTRAFIRM MOBILITY IS PRIMARILY A FUNCTION OF THE TECHNOLOGY EMPLOYED, EXTERNAL LABOR MARKET CONDITIONS AND ASSOCIATED CHANGES IN THE COMPOSITION OF OUTPUT.

0591 DIGMAN, L.A.
PERT/LOB- LIFE-CYCLE TECHNIQUE.'
JOURNAL OF INDUSTRIAL ENGINEERING, VOL. 18, NO. 2 FEBRUARY, 1967. 5P.
PLANNING, CONTROL
THIS IS A DISCUSSION OF PERT/LOB, A SINGLE, INTEGRATED MANAGEMENT PLANNING AND CONTROL SYSTEM WHICH CAN BE EMPLOYED FROM PRELIMINARY PLANNING STAGES THROUGH PRODUCTION AND DELIVERY OF A GIVEN QUANTITY OF ITEMS. BASIC ELEMENTS, R. PHASES, ACTIONS, AND PROCEDURE OF THE TECHNIQUE. ITS ADVANTAGES, LEVEL OF DETAIL OF PLANNING AND CONTROL, AND THE INTEGRATION OF COST PLANNING AND CONTROL TO THE BASIC TECHNIQUE ARE DISCUSSED.

0592 SELF, GLEN D.
QUANTIFICATION OF SUBJECTIVAL DETERMINED DATA
JOURNAL OF INDUSTRIAL ENGINEERING VOL. 18 NO. 1 JAN. 1967 4P.
PROGRAMS PLANNING EVALUATING MODELS RATINGS
A SYSTEMATIC METHODOLOGY FOR MODEL FORMULATION AND UTILIZATION IN CASES WHERE THERE ARE LIMITED DATA IS PRESENTED. THIS METHOD USES QUANTIFICATION OF EXPERTISE, OR SUBJECTIVELY DETERMINED DATA. IT WAS INITIATED USING A COST IMPLICATIONS MODEL AND A CONTINGENCY PLANNING MODEL. THE ARTICLE INCLUDES DISCUSSIONS ON COMBINING ESTIMATION, EVALUATING INTERACTION THROUGH THE USE OF EXPERTISE, ESTIMATION OF RUN-OUT COSTS, FOR SPACECRAFT PROGRAMS, AND COLLECTING AND ANALYZING SUBJECTIVELY DETERMINED DATA.

0593 MODER, JOSEPH J.
ACTIVITY SAMPLING WITH APPLICATIONS TO TIME STANDARD ESTIMATION
JOURNAL OF INDUSTRIAL ENGINEERING VOL. 18 NO. 1 JAN. 1967. 6P.
PROGRAMMING, JOB, INFORMATION, REGRESSION
THIS ARTICLE DISCUSSES THE APPLICATION OF SURVEY SAMPLING THEORY TO ACTIVITY SAMPLING AND THE APPLICATION OF ACTIVITY SAMPLING TO TIME STANDARD ESTIMATION. CLUSTER, STRATIFIED, AND MULTISTAGE SAMPLING ARE DISCUSSED IN CONJUNCTION WITH RANDOM AND SYSTEMATIC SAMPLING. ESTIMATION PROCEDURES THAT WILL MAXIMIZE THE INFORMATION OBTAINED PER DOLLAR EXPENDED ON THE STUDY AND SPECIFICATION OF THE PROCEDURE TO BE USED TO ESTIMATE THE ACCURACY OF THE ESTIMATES FOR THE ADOPTED PROCEDURE ARE CONSIDERED. THE USE OF MULTIPLE REGRESSION AND LINEAR PROGRAMMING TO ESTIMATE STANDARD ELEMENT PERFORMANCE TIMES FROM TYPICAL -JOB LOT- PRODUCTION DATA IS ALSO DISCUSSED.

0594 PETERSEN, G.G.
SOME CURRENT LEGAL ASPECTS OF EMPLOYMENT TESTING
BUSINESS AND SOCIETY VOL. 7, NO. 1, AUTUMN. 1966. 8P.
TEST, PSYCHOLOGICAL, JOBS, DECISION
UNDER THE IMPETUS OF THE CIVIL RIGHTS MOVEMENT, EMPLOYMENT TESTING HAS COME UNDER SEVERE AND FREQUENT CRITICISM. TESTING OPPONENTS CONTEND THAT PRE-EMPLOYMENT ABILITY TESTS ARE UNFAIR TO MINORITY GROUP APPLICANTS AND PLACE THEM AT A DISADVANTAGE WHEN COMPETING WITH -MIDDLE-' CALSS- WHITE APPLICANTS FOR JOBS.
UNTIL THE SPRING OF 1964, TESTING CRITICISM LEVELED AT BUSINESS AND INDUSTRY APPEARS TO HAVE HAD LITTLE EFFECT UPON ACTUAL EMPLOYMENT PRACTICES. HOWEVER, WITH THE TRIAL EXAM-' INERS DECISION IN THE MOTOROLA CASE, TESTING CRITICISM TOOK ON A NEW LIGHT.
THREE CONCLUSIONS REGARDING TESTING ARE DRAWN BASED ON CONGRESSIONAL TESTIMONY AND EEOC GUIDELINES.- AN UNFAIR EMPLOYMENT PRACTICE CHARGE MAY RESULT ALLEGING DISCRIMIN-' NATION THROUGH PSYCHOLOGICAL TESTING, TESTING GUIDELINES WILL SETTLE ON TEST VALIDATION STUDY, AND OTHERS.

0595 GOODSTAT, PAUL B.
STANDARDS IN DATA PROCESSING.'
DATA PROCESSING VOL.9, 3, MARCH, 1967, 4P.
PROGRAM, ORGANIZATION, INFORMATION, ADMINISTERED
THIS ARTICLE IS THE FIRST IN A SERIES DISCUSSING THE WORLD-WIDE EFFORTS TO DEVELOP MEANINGFUL STANDARDS TO FACILITATE INFORMATION INTERCHANGE BETWEEN AND AMONG MEN AND MACHINES. THE MAJOR DOMESTIC STANDARDIZATION PROGRAM DEAL-' ING WITH COMPUTERS AND INFORMATION PROCESSING IS CONDUCTED BY THE USA STANDARDS INSTITUTES SECTIONAL COMMITTEE X3, SPONSORED AND ADMINISTERED BY THE BUSINESS EQUIPMENT MANU-' FACTURERS ASSOCIATION.
THIS ARTICLE EXAMINES THE X3 COMMITTEE STRUCTURE AND THE ROLES PLAYED BY THE USA STANDARDS INSTITUTE AND THE BUSINESS EQUIPMENT MANUFACTURERS ASSOCIATION IN ITS ADMIN-' ISTRATION. AN ORGANIZATION CHART ILLUSTRATES THE STRUCTURE INCLUDING SUBCOMMITTEES AND TASK GROUPS.

0596 HABBE, STEPHEN
MANAGEMENT VIEWS THE EXECUTIVE SEARCH FIRM.'
THE CONFERENCE BOARD RECORD VOL. 4, 3. MARCH, 1967. 5P.
RECRUITER, PERSONNEL
ONLY ONE IN TEN OF 1139 EXECUTIVE APPOINTMENTS MADE BY 70 COMPANIES LAST YEAR WAS MADE WITH THE HELP OF AN EXECU-' TIVE RECRUITING FIRM. AMONG THE 125 COMPANIES PARTICIPATING IN THE CONFERENCE BOARD RECORD SURVEY, 55 SAID THEY NEVER HAD ENGAGED THE SERVICES OF A SEARCH FIRM.
THE TWO CHIEF REASONS LISTED BY THE COMPANIES FOR USING A SEARCH FIRM ARE- TO MAKE A MORE EXTENSIVE SEARCH THAN POSSIBLE AND TO SAVE THE TIME OF COMPANY PERSONNEL. THE SEARCH FIRMS PERFORM THESE FUNCTIONS WELL, THE COMPAN-' IES REPORT.
MANAGEMENT IS CRITICAL OF THE FEES CHARGED BY SEARCH FIRMS, AND TENDS TO QUESTION THE FORMULA BY WHICH THE FEES ARE COMPUTED. GENERALLY, HOWEVER, THE CONSENSUS IS THAT THE EXECUTIVE RECRUITER IS NEEDED AND THAT HE HAS A USEFUL ROLE TO PLAY IN MODERN BUSINESS.

0597 ANSOFF, H. IGOR BRANDENBURG, RICHARD G.
A PROGRAM OF RESEARCH IN BUSINESS PLANNING.'
MANAGEMENT SCIENCE VOL. 13, 6. FEB. 1967. 19P.
PROGRAM, PLANNER
THE PURPOSE OF THIS PAPER IS TO OUTLINE A PROGRAM OF RESEARCH WHICH IS NEEDED TO IMPROVE THE STATE OF THE ART OF BUSINESS PLANNING. THE AUTHORS HAVE APPROACHED THIS TASK BY RELATING PLANNING TO MANAGEMENT SCIENCE ON ONE HAND, AND TO CERTAIN AREAS OF DESCRIPTIVE KNOWLEDGE ON THE OTHER. FROM THESE RELATIONS THEY HAVE CONSTRUCTED A COMPREHENSIVE PRO-' GRAM FOR RESEARCH ON PLANNING. SOME PARTS OF THIS PROGRAM ARE BEING ACTIVELY PURSUED, SOME STILL NEED ATTENTION. IT IS HOPED THAT THIS PAPER WILL CONTRIBUTE TO A TWO-FOLD PURPOSE- THAT IT WILL HELP GIVE THE BUSINESS PLANNER A SENSE OF UNIQUE IDENTITY, AND THAT IT WILL PROVIDE HIM WITH A RE-' SEARCH PROGRAM WHICH HE CAN PURSUE IN STRENGTHENING THIS IDENTITY.

0598 GRANT, C.B.S.
NEEDED, A NATIONAL EDUCATIONAL DATA CENTER.'
DATA PROCESSING VOL.9, 3, MARCH, 1967, 2P.
RETRIEVAL, EDUCATION, ADMINISTRATIVE
THIS ARTICLE PRESENTS A CONVINCING ARGUMENT FOR THE ESTABLISHMENT OF A DATA CENTER TO BRING ABOUT THE REHUMANIZATION OF EDUCATION ON THE COLLEGE LEVEL. A NATIONAL

EDUCATIONAL DATA CENTER IS JUSTIFIED BY THREE REASONS. FIRST IF OPERATED PROPERLY, COLLEGES WOULD BE ABLE TO FREE STAFF, SPACE AND EQUIPMENT FROM USE ON ADMINISTRATIVE AND ACADEMIC RECORD KEEPING TO APPLY TOWARD INSTRUCTIONAL NEEDS. MORE SERVICES COULD BE OFFERED TO THE STUDENT INCLUDING EASIER TRANSCRIPT RETRIEVAL AND A SINGLE APPLICATION FORM. FURTHERMORE THE EDUCATIONAL DATA SYSTEM WOULD FACILITATE EDUCATIONAL REFORM AND ADAPTATION TO CHANGING NEEDS.

THE ARTICLE CONCLUDES THAT A NATIONAL EDUCATIONAL DATA SYSTEM WOULD BETTER EDUCATION AND MAKE IT EASIER FOR THE STUDENT TO ACHIEVE HIS EDUCATIONAL GOALS IN LESS TIME.

C599 MARTINO, ROCCO L.
THE LANGUAGE OF INFORMATION SYSTEMS.'
DATA PROCESSING VOL.9, 3, MARCH, 1967, 4P.
PROGRAMMING, INFORMATION, EVALUATION, CODING

THE REQUIREMENTS FOR A UNIFORM COMPUTER LANGUAGE ARE THAT IT BE COMPLETELY GENERALIZED AND APPLICALBE TO ANY INFORMATION SYSTEM REGARDLESS OF THE PROCESSING MEDIA. THIS ARTICLE DISCUSSES THESE REQUIREMENTS AND HOW WELL SOME OF OUR PRESENT COMPUTER LANGUAGES MEET THEM. TWELVE SPECIFIC CRITERIA FOR COMPILERS ARE LISTED AND EXPLAINED. EVALUATION OF COBOL CONCLUDES THAT A GAP EXISTS AND IT IS REALLY AUTOMATIC CODING, NOT REALLY AUTOMATIC PROGRAMMING IN ITS FULLEST SENSE.

THE IDEAS PRESENTED HERE SUGGEST THAT ULTIMATELY WE CAN LOOK TO THE DAY WHERE THE HARDWARE DESIGN WILL BE MATERIALLY AFFECTED BY THE SOFTWARE CONCEPTS AS THEY ARE DEVELOPED.

C600
PLAN FOR AN UNWANTED REWARD.'
BUSINESS AUTOMATION VOL. 14, 2. FEB. 1967. 4P.
PROGRAM, PLAN, MAKING, INFORMATION, DOCUMENTATION

THE SMITHSONIAN INSTITUTIONS SCIENCE INFORMATION EX-' CHANGE HAS DEVELOPED AN INEXPENSIVE SYSTEM FOR MAKING CERTAIN THAT VITAL DATA ON TAPES AND DISCS WILL NOT BE LOST IN THE EVENT OF FLOOD, FIRE, OR OTHER DISASTER.

SEVERAL YEARS AGO SIE WAS WITHOUT A DISASTER FILE AL-' THOUGH MANAGEMENT BELIEVED ESTABLISHMENT OF THE FILE WAS IMPORTANT. THE STAFF, ON THE OTHER HAND, POINTED OUT THAT IT ESSENTIALLY HAD NO TIME TO DEVELOP OR MAINTAIN SUCH A FILE. THERE EXISTED A LACK OF REWARD TO THE RESPONSIBLE INDIVID-' UAL. HOWEVER, IT WAS FINALLY DECIDED THAT SIE ONLY NEEDED PROTECTION AGAINST A MAJOR CATASTROPHE. A DISASTER FILE WITH 20 MAIN MASTER TAPES, ABOUT FIVE INPUT TAPES, AND FILE FOLDERS CONTAINING CURRENT PROGRAM DOCUMENTATION AND A TAPE FOR CURRENT SOURCE AND OBJECT DECKS FOR THE PROGRAMS WAS SET UP AND STORED 15 BLOCKS FROM THE COMPUTER CENTER. 2,350 DOLLARS IS THE ANNUAL MAINTENANCE COST.

C601 PERROTT, JAMES
YOUR OWN COLLEGE MAY TRAIN YOUR DISTRIBUTORS.'
ADVERTISING AND SALES PROMOTION VOL.14, 12, DECEMBER, 1966, 2P.
TRAINING, PROGRAM, CONTROLS

WESTINGHOUSES CONTROLS DIVISION FOUND THAT SETTING UP A TRAINING SESSION AS A COLLEGE COURSE BUILT INTEREST. THIS ARTICLE DESCRIBES THE IDEAS UNIQUELY INCORPORATED IN THE FORMAT OF THE SALES TRAINING PROGRAM WHICH MAKE THE PROGRAM INTERESTING AND FUN. THESE INCLUDE ROOM DECORATIONS, MOCK FRATERNITY INITIATION AND A GRADUATION CEREMONY.

THE SUCCESS OF THIS PROGRAM IS ATTRIBUTED TO THE DO-IT-YOURSELF CONCEPT OF THE TEACHING AND THE COLLEGIATE GIMMICKS WHICH LIGHTEN THE PRESSURE.

C602 HANCOCK, WALTON M.
THE PREDICTION OF LEARNING RATES FOR MANUAL OPERATIONS.'
JRNL. OF INDUSTRIAL ENGINEERING VOL. 18 NO. 1 JAN. 1967 6P.
TRAINING

THIS ARTICLE DISCUSSES THE DEVELOPPENT OF A GENERAL PREDICTION METHODOLOGY TO DETERMINE THE NUMBER OF CYCLES NECESSARY -LEARNING RATE- FOR AN INEXPERIENCED OPERATOR TO ATTAIN A PREDETERMINED STANDARD TIME TO PERFORM MANUAL OPERATIONS. AN EXPERIMENT FOR OBTAINING THE LEARNING RATE FOR MOST FREQUENT MOTIONS BY MEANS OF COMBINATIONS OF POSITION AND REACH MOTIONS IS DESCRIBED. THE EFFECT OF PERFORMING MOTIONS SIMULTANEOUSLY AND SINGLE-HANDEDLY ON LEARNING RATES WAS STUDIED AS WAS THE NUMBER OF EYE FIXATIONS. LINEAR REGRESSION CURVES WERE USED IN FORMULATING LEARNING RATE PREDICTION EQUATIONS. THESE EQUATIONS WERE USED IN ACTUAL INDUSTRIAL OPERATIONS. EXPERIMENTAL DESIGNS FOR THESE STUDIES CONTAINED FIVE VARIABLES-TYPE OF OPERATION, AGE, SEX, EXPERIENCE, AND BREAK PERIODS. ACTUAL LEARNING RATES WERE COMPARED WITH PREDICTED LEARNING RATES. A SUMMARY OF PREDICTION EQUATIONS FOR SINGLE-HANDED AND SIMULTANEOUS MOTIONS IS INCLUDED.

C603 BYLINSKY, GENE
HELP WANTED, 50,000 PROGRAMMERS.'
FORTUNE, VOL.75, NO.3, MARCH, 1967, 7P.
PROGRAM, JOB, DATA-PROCESSING

SOMEDAY, THE ABILITY TO PROGRAM A COMPUTER MIGHT BE AS COMMON AS THE ABILITY TO DRIVE A CAR. OVER 60 COLLEGES AND A FEW HIGH SCHOOLS ALREADY PROVIDE COURSES IN HOW TO TRANSLATE A PROBLEM INTO DIRECTIONS THAT A COMPUTER CAN UNDERSTAND. BUT RIGHT NOW A LACK OF TALENTED PROGRAMMERS IS THE TIGHTEST BOTTLENECK IN THE $6-BILLION-A-YEAR DATA-PROCESSING BUSINESS. ANY WITHOUT PROGRAMING, A COMPUTER IS MERELY AN INERT COMPLEX OF ELECTRONIC MEMORY UNITS AND CIRCUITS.

THE PROGRAMMERS JOB, OFTEN AN AGONIZINGLY DIFFICULT INTELLECTUAL EFFORT, IS TO CONSTRUCT A PROBLEM-SOLVING ROAD MAP. TOTAL PRECISION IS VITAL, -YOU ARE EITHER ALL RIGHT OR ALL WRONG.- AT THE SAME TIME, IT IS A MADDENINGLY IMPRECISE ART. -THERE ARE 90 WAYS TO WRITE A PROGRAM,- SAYS ONE PRACTITIONER, AND THERE IS NO AGREEMENT ON THE BEST WAY. INABILITY OF MANAGERS TO STATE FULLY OR PRECISELY THE PROB-' LEM FOR THE COMPUTERS TO SOLVE INFLUENCES PROGRAM QUALITY.

C604 RUTTENBERG, STANLEY H.
NONDISCRIMINATION IN HIRING THE ELDERLY.'
BANKING VOL. 59, 9, MARCH, 1967, 2P.
AGED EMPLOYMENT PLACEMENT

THIS ARTICLE IS AN INTERVIEW WITH ASSISTANT SECRETARY OF LABOR STANLEY H. RUTTENBERG DISCUSSING A NEW BILL ON NONDISCRIMINATION IN HIRING THE ELDERLY. THE MAIN FEATURES OF THE BILL ARE PRESENTED, POINTING OUT THAT BANKS ARE WITHIN THE SCOPE OF THIS LEGISLATION. ADMINISTRATION OF THE BILL IS ALSO DISCUSSED, EXPECTATIONS BEING THAT A LARGE--' SCALE ENFORCEMENT MACHINERY WONT BE REQUIRED.

SUGGESTIONS PARTICULARLY FOR BANKS DISCLOSE THE VAL-' UABLE CONTRIBUTION OLDER, STABLE AND MATURE PEOPLE CAN BRING TO A BANK. SOME SOURCES FOR LOCATING THE QUALIFIED OLDER WORKER ARE ALSO GIVEN.

C605 SLATER, ROBERT E.
SIXTY-SECOND MAN IN A PICO-SECOND WORLD.'
CALIFORNIA MANAGEMENT REVIEW VOL. 9, 3, SPRING, 1967, 4P.
ORGANIZATIONS, MAKING, EDUCATORS, DECISION, DATA-PROCESSING

WITH THE WIDE USE OF HIGH-SPEED COMPUTERS AND OTHER RAPID DATA-PROCESSING EQUIPPENT, POTENTIAL EROSION OF THE SOVEREIGNTY OF EXECUTIVE DECISION MAKING IS OF CONCERN TO SOME. THIS ARTICLE POINTS OUT THE EXPANDED USES OF COMPUTERS AS MANAGEMENT TOOLS AND THEIR INCREASING IMPORTANCE FOR SPEED AND EFFICIENCY. YET IT IS EMPHASIZED THAT THE VALUE OF MAN WILL ALWAYS BE RECOGNIZED AND REQUIRED IN THE BUSINESS WORLD. THE LACK OF COMMUNICATION INSIDE A COMPANY AND WITH ITS PUBLIC CANT BE CORRECTED BY MACHINES.

ONLY MAN CAN IMPROVE AN ORGANIZATIONS COMMUNICATION WITH ITS EMPLOYEES, THE GOVERNMENT, EDUCATORS, STUDENTS, COMMUNITY AND NATION. AND WITHOUT THIS QUALITY COMMUNICATION EVEN THE MOST ADVANCED MACHINES WILL HAVE NO VALUE.

C606 HELWIG, RAYMOND C.
A SKILL-ELEMENT APPROACH TO JOB TRAINING UNDER UNCERTAINTY
PERSONNEL JOURNAL, VOL. 45, NO. 11, DECEMBER, 1966, 7 PAGES
TRAINING PROGRAMS JOB FORECAST UNSKILLED WORKERS

THE PROBLEMS OF TRAINING UNEMPLOYED UNSKILLED WORKERS FOR AVAILABILITY FOR THE MANY SKILLED JOBS IN WHICH SHORTAGES EXIST ARE HIGHLY COMPLEX, AND THE JOB TRAINING IS BESET BY MANY UNCERTAINTIES. SET IS PROPOSED AS A SKILL-ELEMENT APPROACH TO THE SOLUTION OF THESE PROBLEMS.

SET INVOLVES 6 STEPS. 1. BREAK THE SKILLS DOWN INTO ELEMENTS, 2. FIND COMMON PATTERNS OF SKILL-ELEMENTS AMONG GROUPS OF OCCUPATIONS, 3. FORECAST THE NUMBER OF WORKERS WHO WILL BE REQUIRED AND AVAILABLE FOR EACH OF THESE GROUPS OF OCCUPATIONS, 4. ESTABLISH TRAINING PROGRAMS FOR THE SKILL ELEMENTS WHICH THE FORECASTS PREDICT WILL BE IN SHORT SUPPLY, 5. MAKE AVAILABLE TO A TRAINEE A COMBINATION OF SKILL-ELEMENT TRAINING COURSES WHICH WILL GIVE HIM PREPARATION FOR A GROUP OF OCCUPATIONS, 6. SUPPLEMENT SKILL-ELEMENT TRAINING WITH SUFFICIENT OCCUPATIONAL TRAINING *TO USE THE SKILL ELEMENTS IN VARIOUS OCCUPATIONS.*

C607 IVANCEVICH, JOHN M. DONNELLY, JAMES H.
STEPS TOWARD PROFESSIONALIZATION OF TRAINING DIRECTORS.'
PERSONNEL JOURNAL, VOL. 45, NO. 11, DECEMBER, 1966, 6 PAGES
TRAINING, PROGRAMMED

-IF TRAINING DIRECTORS ARE TO ATTAIN THE STATUS OF PROFESSIONALS THEY MUST ENGAGE IN MORE INFORMATIVE AND SCIENTIFIC RESEARCH. MILLIONS OF DOLLARS ARE SPENT ON TRAINING EACH YEAR. TRAINING DIRECTORS MUST BE ABLE TO CRITICALLY EXAMINE TRAINING PROGRAMS TO DETERMINE WHETHER THEY ARE ACHIEVING THEIR OBJECTIVES.-

SEVEN TRAINING METHODS ARE DISCUSSED AND SOME RESEARCH FINDINGS ARE PRESENTED. THE METHODS DISCUSSED ARE LECTURE, CONFERENCE, PROGRAMMED INSTRUCTION, ROLE-PLAYING, SENSI-' TIVITY TRAINING, TELEVISION, AND MOVIE FILMS.

FROM THIS BRIEF PRELIMINARY SURVEY IT CAN BE SEEN THAT THE TRAINING DIRECTORS HAVE A FAIRLY REALISTIC AND ACCURATE OPINION ABOUT WHICH TRAINING METHODS ARE MOST AND LEAST EFFECTIVE AS FAR AS KNOWLEDGE ACQUISITION IS CONCERNED.

C608 LINDEN, FABIAN
DEMOGRAPHY BY INCOME CLASS.'
THE CONFERENCE BOARD RECORD VOL. 4, 3. MARCH, 1967. 2P.

THE CONSUMER MARKET IS IN A CONTINUOUS PROCESS OF CHANGE. EFFECTIVE MARKET STRATEGY REQUIRES CONSTANT REAP-' PRAISAL OF THE NATIONS ECONOMIC AND SOCIAL DIMENSIONS.

FAMILIES IN THE -LESS THAN 3000 DOLLAR INCOME BRACKET- ARE CHARACTERIZED GENERALLY BY RETIRED PEOPLE, A DECLINING POPULATION, AND A BELOW PAR LEVEL OF EDUCATIONAL ATTAINMENT IN THE 3000 TO 5000 INCOME BRACKET, ONE OUT OF EVERY FIVE IS OVER 65 AND THE EDUCATIONAL PICTURE IS IMPROVED. 20 PERCENT OF AMERICAN FAMILIES ARE AT THE 5000 TO 7000 EARNING RUNG. MANY FAMILIES INCLUDE TWO OR MORE EARNERS. IN 30 PERCENT OF THE HOMES THE WIFE IS WORKING. ONE OF EVERY FOUR FAMILIES IS IN THE 7000 TO 9000 BRACKET WHERE A SUBSTANTIAL PORTION OF FAMILY HEADS ARE IN THE MIDDLE YEARS OF THE LIFE CYCLE-BETWEEN 35 AND 54. THE EDUCATIONAL ATTAINMENT IS BETTER THAN AVERAGE. THE 10000 TO 15000 INCOME BRACKET HOLDS 17 PERCENT OF ALL FAMILIES WHERE THE 15,000 AND OVER HAS ABOUT 8 PERCENT OF ALL HOMES.

C609 WIKSTROM, WALTER S.
ASSESSING MANAGERIAL TALENT.'
THE CONFERENCE BOARD RECORD VOL. 4, 3. MARCH, 1967. 6P.
TEST, MAKING, EVALUATE

JUDGING THE MANAGERIAL ABILITY OF SUBORDINATES IS A CONTINUING RESPONSIBILITY OF ALMOST EVERY MANAGER, AND A MOST DIFFICULT ONE. IN THE BELL TELEPHONE SYSTEM, SOME IM-' PROVEMENT IN THIS DIFFICULT PROCESS HAS BEEN ACHIEVED BY USING A DEVICE CALLED THE ASSESSMENT CENTER. -ASSESSMENTS- IN THIS CONTEXT, ARE THE POOLED JUDGEMENTS OF SEVERAL SPECIALLY TRAINED MANAGERS WHO USE A VARIETY OF CRITERIA TO EVALUATE A MANS PERFORMANCE AS HE GOES THROUGH SEVERAL DIFFERENT -TEST- SITUATIONS. USUALLY SOME PAPER-AND-PENCIL TESTS ARE ALSO USED, AND AN INTENSIVE INTERVIEW IS A NORMAL PART OF THE ASSESSMENT PROCEDURE.

THE STAFF OF THE ASSESSMENT CENTERS IS DRAWN FROM EX-' PERIENCED MANAGERS OF PROVEN ABILITY FROM LEVELS ABOVE THAT

FOR WHICH PROMOTIONS ARE BEING CONSIDERED. ASSESSMENT IS A FAIRLY EXPENSIVE OPERATION- IT COSTS ABOUT 400 DOLLARS TO ASSESS ONE MAN. BELL COMPANIES FIGURE THAT THEY ARE MAKING A WISE INVESTMENT.

0610 KANON, D.
APPLICATION OF NONPARAMETRIC STATISTICS TO IE
THE JOURNAL OF INDUSTRIAL ENGINEERING, VOL. 18, NO. 4, APRIL 1967, 5P.
TEST, ANALYSIS

THIS ARTICLE DISCUSSES APPLICATIONS OF NONPARAMETRIC STATISTICS TO INDUSTRIAL ENGINEERING. A GENERAL PROBLEM IN WORK MEASUREMENT IS USED AS THE EXAMPLE, AND USE OF THE FOLLOWING TESTS IS ILLUSTRATED- KILOMOGOROV-SMIRNOV ONE--' SAMPLE TEST, ONE-SAMPLE RUNS TEST, AND THE KRUSKAL-WALLIS ONE-WAY ANALYSIS OF VARIANCE. THESE TESTS ARE COMPUTATION-' ALLY EFFICIENT- THAT IS, THEY CAN ACHIEVE A CONSIDERABLE POWER EFFICIENCY AT A MINIMUM COMPUTATION EFFORT, AND THEIR USE CAN BE VALUABLE AS DECISION-MAKING TOOLS TO THE INDUSTRIAL ENGINEER. THIS ARTICLE INCLUDES A DISCUSSION OF THE ADVANTAGES AND DISADVANTAGES OF USING NONPARAMETRIC STATISTICS.

0611 GALBRAITH, J.R.
SOME MOTIVATIONAL DETERMINANTS OF JOB PERFORMANCE.'
THE JOURNAL OF INDUSTRIAL ENGINEERING, VOL. 18, NO. 4, APRIL 1967. 6P.
PSYCHOLOGISTS, ORGANIZATIONAL, MAKING-JOB

THIS ARTICLE OPERATIONALIZES VICTOR VROOMS MODEL OF HUMAN MOTIVATION FOR INDUSTRIAL ENGINEERS TO USE AS A BASIS FOR ASSESSING THE BEHAVIORAL CONSEQUENCES OF ALTERED WORK ROLES. LYING SOMEWHERE BETWEEN ECONOMIC MAN AND THE PSYCHOLOGISTS -COMPLEX MAN-, THIS MODEL REPRESENTS A FAIRLY COMPLETE EXPLANATION OF THE VARIABLES THAT INFLUENCE THE MOTIVATION TO PRODUCE. USEFULNESS OF THE MODEL STEMS FROM TWO SOURCES -ITS ABILITY TO AID IN THE UNDERSTANDING OF HUMAN RESPONSES TO INCENTIVES -HUMAN MOTIVATION- AND TO USE THE VARIABLES MAKING UP THE MODEL AS DEPENDENT VARIABLES IN ORDER TO ASSESS CONSEQUENCES OF ORGANIZATIONAL CHANGES UPON PERFORMANCE.

0612 WRIGHT, ORMAN R., JR.
DEVELOPING QUALIFICATION REQUIREMENTS, A FUNCTIONAL APPROACH
PERSONNEL JOURNAL, VOL. 45, NO. 11, DECEMBER, 1966, 7 PAGES
RECRUITMENT PERSONNEL JOB EDUCATION

-THE CLASSIFICATION OF JOBS IS PROBABLY THE TOUGHEST DISCIPLINE THE PROFESSIONAL PERSONNELIST HAS TO MASTER. A FUNCTIONAL APPROACH TO JOB DEFINITION AND CLASSIFICATION THAT EMPLOYS ALL THE RESOURCES AVAILABLE IS THE BEST AND MOST PRODUCTIVE APPROACH.-

A CHECK LIST OF FUNDAMENTAL APPROACHES TO POSITION CLASSIFICATION CAN SERVE AS A USEFUL SAFEGUARD AGAINST POSSIBLE OMMISSION OF RELEVANT FACTORS THAT SHOULD INFLUENCE THE CLASSIFICATION JUDGMENT. 1. IDENTIFICATION OF JOB DEMANDS, AS RELATED TO CAREER OPPORTUNITIES 2. IDENTIFICA-' TION OF EXPERIENCE REQUIREMENTS AS RELATED TO JOB DEMANDS AND CAREER OPPORTUNITIES 3. IDENTIFICATION OF EDUCATION REQ., THEIR RELATIONSHIP TO JOB DEMANDS AND CAREER OPPOR-' TUNITIES 4. DEV. OF EXPERIENCE REQ., TYPE AND AMOUNT 5. DEV. OF EDUC. REQ., TYPE AND AMT. 6. EST. NEEDS AND DE-' TERMINING RECRUITMENT 7. PAY SCALE AND LABOR MARKET.

0613 MORVAY, LEONARD S., JR.
API, ADEQUATE PERSONAL INCENTIVE, A NEW APPROACH.'
PERSONNEL JOURNAL, VOL. 45, NO. 11, DECEMBER, 1966, 2 PAGES
MOTIVATION ATTITUDES

-THE AUTHOR HAS ENDEAVORED TO FIND A BASIC WORKING FORMULA APPLICABLE TO ALL SITUATIONS IN THE HANDLING OF PERSONNEL. THE SUCCESSFUL APPLICATION OF THE API THEORIES TO FORMULATE SPECIFIC SOLUTIONS MUST DEPEND ON THE IN-' GENUITY AND INTELLIGENCE OF THE USER.-

0614 SECOR, H.W. KOGOVSEK, E.P.
PDS WORK MEASUREMENT.'
THE JOURNAL OF INDUSTRIAL ENGINEERING, VOL. 18, NO. 4, APRIL 1967. 5P.
SELECTION, PROGRAMS, JOB

THIS ARTICLE DISCUSSES THE DEVELOPMENT AND APPLICATION OF STATISTICAL DATA FOR INCREASING PRODUCTIVITY OF STANDARDS APPLICATION AND EXPANDING THE SCOPE OF MEASUREMENT PROGRAMS. SPECIFICALLY, THE POPULATION DEVIATION STANDARDS--PDS-STATISTICAL TECHNIQUE, WHICH INVOLVES ENTIRE JOB OR PART OPERATION MEASUREMENT, IS EXPLAINED. BY STATISTICAL GROUPING OF EXISTING JOB STANDARDS, ACCURATELY BOUNDED PDS CAN BE DETERMINED. STANDARDS FOR ADDITIONAL JOBS CAN BE ESTABLISHED THROUGH SELECTION OF THE APPROPRIATE PDS.

0615 MASON, ANTHONY K. TOWNE, DOUGLAS M.
TOWARD SYNTHETIC METHODS ANALYSIS.'
JRNL. OF INDUSTRIAL ENGINEERING VOL. 18 NO. 1 JAN. 1967 5P.
PROGRAM, ANALYSIS

INCLUDED IS A DESCRIPTION OF THE STRUCTURE OF A COM-' PUTER PROGRAM WHICH SYNTHESIZES MOTION PATTERNS FOR THE ANALYSIS OF HUMAN WORK TASKS. INPUT REQUIRED OF THE USER, THE NATURE OF THE OUTPUT, AND A GENERAL OUTLINE OF THE PROGRAM STRUCTURE ARE DESCRIBED. THIS PROGRAM IS CALLED ARMAN, AN ACRONYM FOR ARTIFICIAL METHODS ANALYST. IT IS CURRENTLY BEING USED IN THE AREA OF ELECTRONIC MAINTENANCE BUT HAS ALSO SHOWN GOOD RESULTS IN OTHER CLASSES OF HUMAN WORK TASKS.

0616 DUBIN, R. BEISSE, F.
THE ASSISTANT- ACADEMIC SUBALTERN.'
ADMINISTRATIVE SCIENCE QUARTERLY, VOL.2, NO.4, MARCH, 1967. 27P.
EDUCATIONAL, ANALYSIS

THE TEACHING ASSISTANT IS BOTH AN OFFICER OF INSTRUC-' TION AND A STUDENT SERVING AS APPRENTICE TEACHER. THESE ARE INCOMPATIBLE POSITIONS. THE DATA MAKE CLEAR THAT THE NUMBER OF TEACHING ASSISTANTS HAD INCREASED SIGNIFICANTLY BY THE 1960S, AND THAT THE ASSISTANTS SUBSTITUTED FOR PROFESSORS IN TEACHING UNDERGRADUATES AS THEIR ENROLLMENT INCREASED, ESPECIALLY IN PUBLIC UNIVERSITIES. THE BERKELEY SITUATION PROVIDES A CASE ANALYSIS OF THE CONSEQUENCES- 1. THAT THE ASSISTANTS EMPLOYED COLLECTIVE ACTION -UNIONIZATION- TO GAIN LEGITIMACY AND PROFESSIONAL PREREQUISITES FOR THEIR PER-' FORMANCE OF THE TEACHING FUNCTION- AND 2. THAT THE UNDER-' GRADUATE STUDENTS ALSO APPLIED COLLECTIVE PRESSURE TO OVERCOME THEIR DISCONTENT WITH THE CIRCUMSTANCES AND QUALITY OF THEIR EDUCATIONAL EXPERIENCES.

0617 ROUKE, F.E. BROOKS, G.E.
COMPUTERS AND UNIVERSITY ADMINISTRATION.'
ADMINISTRATIVE SCIENCE QUARTERLY, VOL.2, NO.4, MARCH, 1967. 25P.
PLANNING, ORGANIZATIONAL, MAKING, INFORMATION, EDUCATION, ADMINISTRATION, QUESTIONNAIRES

COMPUTERS ARE NOW BEING USED FOR A WIDE VARIETY OF ADMINISTRATIVE PURPOSES IN THE OPERATION OF INSTITUTIONS OF HIGHER EDUCATION. QUESTIONNAIRES SENT TO 436 INSTITUTIONS REVEAL 4 AREAS IN WHICH COMPUTERS ARE BEING USED VERY HEAVILY- 1. STUDENT AFFAIRS, 2. FINANCIAL MANAGEMENT, 3. PHYSICAL PLANT ADMINISTRATION, 4. GENERAL POLICY PLANNING. WHILE COMPUTERS HAVE MAINLY BEEN EMPLOYED TO HANDLE ADMIN-' ISTRATIVE ROUTINES, THERE IS GROWING INTEREST IN THE USE OF COMPUTERS FOR RESEARCH CONNECTED WITH POLICY DEVELOPMENT AND FOR MAKING -NON-PROGRAMMED- AS DISTINCT FROM -PROGRAMMED-DECISIONS.

SOME WIDE RANGE EFFECTS ARE- THE POSSIBILITY OF A TOTAL INFORMATION SYSTEM THREATENS TO ERASE TRADITIONAL JURISDIC-' TIONAL LINES BETWEEN ORGANIZATIONAL UNITS. CENTRALIZATION OF AUTHORITY IS GREATLY FACILITATED BY THE ESTABLISHMENT OF A CENTRAL COMPUTER OFFICE.

0618 HILL, W.W. FRENCH, W.L.
PERCEPTIONS OF THE POWER OF DEPARTMENT CHAIRMEN BY PROFESSORS
ADMINISTRATIVE SCIENCE QUARTERLY, VOL.2, NO.4, MARCH, 1967. 26P.
SATISFACTION, ORGANIZATIONS

THIS PAPER REPORTS ON AN INVESTIGATION DESIGNED TO MEASURE THE POWER IMPUTED TO DEPARTMENT CHAIRMEN BY PROFES-' SORS IN FIVE STATE-SUPPORTED 4-YR. COLLEGES, AND TO DETER-' MINE WHETHER VARIATIONS IN SUCH POWER WERE ASSOCIATED WITH VARIATIONS IN THE SATISFACTION AND PRODUCTIVITY OF DEPART-' MENTAL FACULTY. IT WAS FOUND THAT THE GREATER THE POWER OF THE CHAIRMEN IN THESE PARTICULAR INSTITUTIONS, THE GREATER THE PROFESSORS LEVEL OF SATISFACTION, AND THE MORE LIKELY THEY WERE TO BE PRODUCTIVE IN TERMS OF THEIR PERCEPTIONS OF THE GOALS OF THEIR PARTICULAR ORGANIZATIONS. HOWEVER, THE RELATIONSHIP BETWEEN THE PRECEIVED POWER OF CHAIRMEN AND THE PROFESSIONAL OUTPUT OF PROFESSORS, ALTHOUGH SLIGHT, WAS NEGATIVE. OTHER FACTORS WERE FOUND TO BE POSITIVELY ASSOCIATED WITH PROFESSIONAL OUTPUT.

0619 SCHEIN, E.H.
ATTITUDE CHANGE DURING MANAGEMENT EDUCATION.'
ADMINISTRATIVE SCIENCE QUARTERLY, VOL.2, NO.4, MARCH, 1967. 27P.
TESTED, EDUCATION

THE ROLE OF THE PROFESSIONAL SCHOOL AS A SOCIALIZING INSTITUTION IS EXAMINED IN AN EMPIRICAL STUDY OF STUDENT ATTITUDES IN A MANAGEMENT SCHOOL. TWO TYPES OF STUDENTS ARE TESTED ON A MULTIDIMENSIONAL ATTITUDE SURVEY PRIOR TO ENTRY INTO THE SCHOOL AND AGAIN AT GRADUATION. INITIAL POSITIONS OF THE STUDENTS AND ATTITUDE CHANGES ARE RELATED TO THE ATTITUDES OF THE SCHOOL FACULTY AND GROUPS OF MANAGERS.

0620 METZGER, JAMES H.
PERSONALIZATION PULLS.'
ADVERTISING AND SALES PROMOTION VOL. 15, 4, APRIL, 1967, 1P.
MANPOWER, CLERICAL, TYPING, AUTO-TYPING

THIS ARTICLE REPORTS THAT AUTOMATIC TYPING HELPED INCREASE RETURNS OF ALL SORTS FOR A LARGE MIDWESTERN INSURANCE COMPANY. THE PURCHASE OF TWO AUTO-TYPIST AUTOMATIC TYPEWRITERS INCREASED THE EFFICIENCY YET RETAINED THE PERSONALIZED APPEARANCE OF FORM LETTERS. THIS PERSONALIZED APPEARANCE INCREASED THE NUMBER OF RETURNS FROM THE MAILINGS AND INCREASED BUSINESS. ALSO USED TO ANSWER FORM LETTERS, THE AUTOMATIC TYPEWRITER YIELDS TWICE THE OUTPUT WITH ONLY ONE-QUARTER THE MANPOWER.

0621 CROCKER, D. C.
INTERCORRELATION AND THE UTILITY OF MULTIPLE REGRESSION
JRNL. OF INDUSTRIAL ENGINEERING VOL. 18 NO. 1 JAN. 1967 7P.
EVALUATING, CONTROL, ANALYSIS, REGRESSION

THE USE OF REGRESSION TECHNIQUES IN ANALYZING NON-EX-' PERIMENTAL DATA IS DESCRIBED. NON-EXPERIMENTAL DATA ARE DEFINED AS DATA OBTAINED FROM AN EXISTING SYSTEM AS IT NOR-' MALLY OPERATES RATHER THAN FROM A DESIGNED EXPERIMENT. EXAMPLES INVOLVING MULTICOLLINEARITY, OR INTERCORRELATION, ARE PRESENTED, WHICH ILLUSTRATE HOW IMPORTANT PREDICTOR VARIABLES MAY BE MISSED AND HOW REDUNDANT PREDICTORS MAY DESTROY A GOOD MODEL. SOME GENERAL CHARACTERISTICS OF THIS CONDITION ARE DEVELOPED AND GRAPHED. REGRESSION ANALYSIS IS USED NOT ONLY FOR SETTING OF TIME STANDARDS FOR SIMPLI-' FICATION OF INCENTIVE SYSTEMS BUT ALSO FOR SUCH VARIED FUNCTIONS AS ABSORPTION OF VITAMIN A INTO LIVERS OF MAMMALS, PUMP CONTROL AND FLOW-METER CALIBRATIONS, IMPROVING SERVICE TIME, EVALUATING DATA COLLECTED IN MOTIVATIONAL STUDIES, AND ECONOMICS LOT SIZE DETERMINATION.

0622 CONN, JACK T.
APT - A PROGRAM FOR AUTOMATION PLANNING AND TECHNOLOGY.'
BANKING VOL.LIX, 10, APRIL, 1967, 2P.
PROGRAM, PLANNING, INFORMATION

IN THIS ARTICLE THE PRESIDENT OF THE AMERICAN BANKERS ASSOCIATION GIVES SOME BASIC FACTS ABOUT A RESEARCH PROGRAM TO HELP BANKS. THE PROGRAM, NAMED AUTOMATION PLANNING AND TECHNOLOGY, WILL STUDY AREAS INCLUDING EXTERNAL BANKING APPLICATIONS, DATA COMMUNICATIONS, SOFTWARE AND HARDWARE DEVELOPMENTS AND OTHERS. IT IS FINANCED PRIMARILY BY SUBSCRIPTIONS FROM AUTOMATED BANKS AND DUES FROM THOSE BANKS VOLUNTARILY PARTICIPATING. PLANS ALSO INCLUDE ACCESS TO THE

INFORMATION VIA TELEPHONE. BANKS SUPPORTING THIS PROGRAM, IT IS FELT, WILL DERIVE IMMEASURABLE BENEFITS.

C623 KLEIN, M.
APPLICATION OF NONLINEAR OPTIMIZATION TO PLANT LOCATION + SIZE
JOURNAL OF INDUSTRIAL ENGINEERING VOL. 18, NO. 1 JAN. 1967, 6P.
SELECTION, PROGRAMMING, PLANNING, OPTIMAL, CODE
THE INVESTMENT PLANNING PROBLEM IS COMPLEX, INVOLVING OPTIMAL SELECTION OF PLANT SITES AND PLANT SIZES FOR MULTIPLE PRODUCTS AS SEQUENTIAL DECISIONS OVER TIME. DUE TO THE PRESENCE OF ECONOMICS OF SCALE AS WELL AS FIXED COSTS, THE MATHEMATICAL FORMULATION REQUIRES A NONLINEAR AS WELL AS INTEGER TYPE OF OPTIMIZATION CODE. THIS ARTICLE DESCRIBES PROBLEM FORMULATION AND SOLUTION BY MATHEMATICAL PROGRAMMING WITH A NONLINEAR OBJECTIVE FUNCTION AS APPLIED TO SMALL SIZE PROBLEMS. HOWEVER, LARGE PROBLEMS MAY BE SOLVED SIMILARLY BY USING DECOMPOSITION PROGRAMMING.

C624 PRENTING, THEODORE O.
RESEARCH + DEVELOPMENT OF ANALYTICAL SYSTEMS TO REDUCE COSTS
JOURNAL OF INDUSTRIAL ENGINEERING VOL. 18 NO. 1 JAN. 1967 5P.
PROGRAM, ANALYTICAL
THIS ARTICLE REVIEWS THE WORK OF THE ADVANCED ASSEMBLY METHODS PROGRAM OF ILLINOIS INSTITUTE OF TECHNOLOGY RESEARCH INSTITUTE IN DEVELOPING ANALYTICAL SYSTEMS TO REDUCE PRODUCT ASSEMBLY COSTS. DISCUSSION INCLUDES DETERMINING CYCLE TIME, LINE BALANCING, HUMAN ASPECTS OF ASSEMBLY WORK, MIXED MODEL ASSEMBLY, AUTOMATIC ASSEMBLY, LOW VOLUME ASSEMBLY, ASSEMBLY LEARNING CURVES, AND PACING IN ASSEMBLY.

C625 DENARDO, E. V. MITTEN, L. G.
ELEMENTS OF SEQUENTIAL DECISION PROCESSES.'
JOURNAL OF INDUSTRIAL ENGINEERING VOL. 18 NO. 1 JAN. 1967 6P.
PROGRAMMING, OPTIMAL, DECISION
THIS IS A DESCRIPTION OF THE STRUCTURE OF THE CLASS OF PROBLEMS TO WHICH DYNAMIC PROGRAMMING APPLIES IN TERMS OF STATES, DECISIONS, TRANSACTIONS, AND RETURNS. THE MONOTONICITY ASSUMPTION AND THE NOTION OF A POLICY THAT IS OPTIMAL FOR ALL STATES ARE DISCUSSED. IN ADDITION, IT IS SHOWN HOW TO DETERMINE WHETHER A PROBLEM IS A DYNAMIC PROGRAMMING PROBLEM.

C626 OMEARA, J. ROGER
WHY COMPANIES SPONSOR FELLOWSHIP PLANS.'
THE CONFERENCE BOARD RECORD VOL. 4, 4. APRIL, 1967. 6P.
RECRUIT, PLANNING, MANPOWER, EDUCATION
THE UNDERLYING OBJECTIVE OF 75 COMPANY FELLOWSHIP PLANS SURVEYED BY THE CONFERENCE BOARD IS TO ANSWER THE GROWING NEED FOR UNIVERSITY-TRAINED MANPOWER IN BUSINESS, EDUCATION, AND GOVERNMENT. SOME COMPANIES TRY TO FURTHER THEIR OWN INTERESTS, AS WELL AS THOSE OF EDUCATION AND SOCIETY, BY INCLUDING PROVISIONS INTENDED EITHER TO HELP THEM RECRUIT NEW TECHNICAL EMPLOYEES OR TO UPDATE THE KNOWLEDGE OF TECHNICAL EMPLOYEES ALREADY ON THEIR STAFFS. OTHER COMPANIES CONCENTRATE ON THE SOCIAL IMPLICATION OF THEIR PLANS BY RESERVING THE FELLOWSHIPS FOR GRADUATE STUDENTS WHO ARE HEADED FOR THE TEACHING PROFESSION OR WHO ARE BEING TRAINED IN FIELDS OF RESEARCH, SUCH AS CITY PLANNING OR INTERNATIONAL AFFAIRS, THAT SERVE THE COMMON GOOD.

0627 BEHNKE, D. L.
HOW - AND WHY- TO START A COMPANY PUBLICATION.'
ADVERTISING AND SALES PROMOTION VOL. 15, 4, APRIL, 1967, 4P.
PLANNED, EDUCATES
THIS ARTICLE RELATES HOW THE GREYHOUND CORPORATION CREATED AN INTERNAL-EXTERNAL PUBLICATION WHICH INTERESTS ITS 25 DIVERSIFIED COMPANY EMPLOYEES AS WELL AS THE STOCKHOLDERS. THE FIRST STEP IS TO CLEARLY OUTLINE THE OBJECTIVES OF A COMPANY PUBLICATION AND HOW THESE PURPOSES WILL BE MET. MECHANICAL CONSIDERATIONS SUCH AS TYPE OF PRINTING, PAPER WEIGHT, USE OF GRAPHICS AND PHOTOGRAPHY MUST ALSO BE CAREFULLY PLANNED AND CONSIDERED TO ENCOURAGE READERSHIP. USING GREYHOUNDS EXPERIENCE AS AN EXAMPLE POINTS OUT THE PLANNING REQUIREMENTS OF A COMPANY PUBLICATION WHICH SUCCESSFULLY EDUCATES AND INTERESTS READERS.

0628 RAPHAEL, DAVID L.
APPLICATIONS OF COMPLEX BEHAVIORAL MODELS TO REGIONAL AND ORGANIZATIONAL-ANALYSIS
JOURNAL OF INDUSTRIAL ENGINEERING VOL. 18 NO. 1 JAN. 1967 8P.
ORGANIZATIONAL, CONTROLLING, ANALYSIS
THIS ARTICLE DESCRIBES TWO BEHAVIORAL MODELS AND GIVES EXAMPLES OF HOW THESE MODELS CAN BE USED. THE FIRST IS A MICROREGIONAL MODEL OF CLINTON COUNTY, PENNSYLVANIA, WHICH HAS BEEN USED TO SIMULATE ECONOMIC AND TECHNOLOGICAL CHANGES AND ANALYZE THE EFFECTS OF THESE CHANGES ON THE REGIONAL ECONOMY. IT IS ALSO BEING USED TO ANALYZE THE EFFECTS OF AIR POLLUTION, WATER SUPPLY AND DEMAND, AND WATER QUALITY ON REGIONAL ECONOMY. THE SECOND MODEL IS AN INPUT-OUTPUT MODEL OF THE PENNSYLVANIA STATE UNIVERSITY. THIS MODEL CAN BE USED FOR CONTROLLING THE OPERATIONS OF THE UNIVERSITY, STUDYING THE EFFECTS OF CHANGES ON THE OPERATIONS, AND FOR MANAGEMENT DECISION-MAKING BY SIMULATING ALTERNATIVE COURSES OF ACTION.

0629 SCHRADER, G. F. SELF, G. D.
PROGRESS OF GRADUATE RESEARCH IN INDUSTRIAL ENGINEERING.'
JOURNAL OF INDUSTRIAL ENGINEERING VOL. 18 NO. 1 JAN. 1967 8P.
PSYCHOLOGY-ENGINEERING, PLANNING, EDUCATION, CONTROL
THIS ARTICLE DESCRIBES THE RESULTS OF A STUDY CONDUCTED TO ASSESS TRENDS IN INDUSTRIAL ENGINEERING RESEARCH BY USING GRADUATE RESEARCH AS A MEASURE OF PROGRESS. INDUSTRIAL ENGINEERING CATEGORIES DISCUSSED INCLUDE-WORK MEASUREMENT-METHODS-FACILITY PLANNING-APPLIED PSYCHOLOGY-ENGINEERING ECONOMICS-ORGANIZATION PLANNING-MATERIALS PROCESSING-PRODUCTION PLANNING AND CONTROL-DATA PROCESSING SYSTEMS DESIGN APPLIED MATHEMATICS-COSTS AND COST CONTROL-AND EDUCATION.

C630 POLLOCK, STEPHEN M.
MINIMUM-COST CHECKING USING IMPERFECT INFORMATION.'
MANAGEMENT SCIENCE VOL. 13, 7. MARCH, 1967. 12P.
PROGRAMMING, INFORMATION, DECISION
AN EVENT TAKES PLACE AT TIME T, A DISCRETE RANDOM VARIABLE WITH KNOWN PROBABILITY FUNCTION. AT UNIT INTERVALS OF TIME, A MEASUREMENT X IS OBSERVED WHICH YIELDS INFORMATION ABOUT THE EVENT. X IS A RANDOM VARIABLE, WITH A KNOWN PROBABILITY DENSITY FUNCTION BEING DEPENDENT UPON WHETHER OR NOT THE EVENT HAS YET OCCURRED.
AFTER EACH OBSERVATION, A DECISION IS MADE THAT THE EVENT HAS OR HAS NOT YET OCCURRED. THE LATTER DECISION IMPLIES WAITING FOR THE NEXT MEASUREMENT. THE FORMER DECISION, IF CORRECT, ENDS THE PROCEDURE. IF INCORRECT, THIS FACT IS INCORPORATED, AND THE PROCEDURE CONTINUES.
THE MINIMUM-EXPECTED-COST DECISION STRATEGY AND THE MINIMUM COST THUS OBTAINED ARE DERIVED BY MEANS OF DYNAMIC PROGRAMMING.

C631 SCHEER, WILBERT E.
EXECUTIVE SUCCESS.'
PERSONNEL JOURNAL, VOL. 46, NO. 3, MARCH, 1967, 6 PAGES
ANALYTICAL, ADMINISTRATOR
-HOW DOES THE SUCCESSFUL EXECUTIVE GET THAT WAY. IN AN ANALYTICAL MOOD, THE AUTHOR FINDS FIVE FACTORS WHICH HE FEELS ARE NECESSARY TO THE EXECUTIVE WHO STRIVES FOR SUCCESS AS AN ADMINISTRATOR. THEY ARE MOTIVATION, VISION, DECISION-MAKING ABILITY, GOOD HEALTH, AND HUMILITY.-

C632 HARDT, ERICH
MANPOWER PLANNING.'
PERSONNEL JOURNAL, VOL. 46, NO. 3, MARCH, 1967, 5 PAGES
RECRUITING, PLAN, PERSONNEL, MANPOWER, JOB, INNOVATION, ANALYSIS
-MANPOWER PLANNING WHICH CAN BE COUNTED ON TO KEEP A COMPANY AHEAD OF COMPETITION FIVE OR TEN YEARS FROM NOW, MUST BE INCREASINGLY INCLUDED IN THE JOINT DELIBERATIONS OF MARKETING, PRODUCTION AND FINANCE. THE AUTHOR BELIEVES THIS CALLS FOR ADVENTURE, RISK, AND INNOVATION, INTELLIGENTLY ANALYZED AND USED AS LEARNING EXPERIENCE.-
THE NINE STEPS IN A MANPOWER PLAN WHICH ARE DISCUSSED ARE 1. STUDY THE MARKETING PLAN FOR THE PROJECTED PERIOD 2. ANALYZE MATERIAL AND FACILITY NEEDS FOR THE PERIOD 3. ANALYZE FINANCIAL NEEDS 4. ANALYZE PERSONNEL NEEDS 5. POSITION DESCRIPTIONS AND JOB SPECIFICATIONS OF ALL FUTURE JOBS 6. AN ANALYSIS OF PRESENT MANAGEMENT AVAILABLE 7. ANNUAL PROJECTIONS 8. AN ANALYSIS OF RECRUITING AND SELECTION METHODS SHOULD BE MADE 9. SUCCESS MEASURES SHOULD BE PLANNED WELL IN ADVANCE.

C633 TAYLOR, GEORGE G.
PRESENTING EMPLOYMENT OFFERS TO PROFESSIONAL PERSONNEL.'
PERSONNEL JOURNAL, VOL. 46, NO. 3, MARCH, 1967, 4 PAGES
PERSONNEL, CONTROL
DEFINITE GUIDEPOSTS FOR PRESENTING EMPLOYMENT OFFERS TO PROFESSIONAL PERSONNEL DISCUSSED IN THIS ARTICLE ARE AS FOLLOWS.
1. MAKE ORAL OFFERS WHENEVER POSSIBLE.
2. KEEP THE OFFER PRESENTATION PERSONAL.
3. FOLLOW ORAL OFFERS WITH CONFIRMING LETTERS IMMEDIATELY.
4. AVOID PRECONDITIONING THAT WOULD LATER PRESENT STUMBLING BLOCKS.
5. KEEP COMPLETE CONTROL OF THE INTERVIEW AND OFFER SITUATION.
6. KEEP IN TOUCH WITH THOSE INTERVIEWED UNTIL FINAL DISPOSITION IS MADE.

C634 FLEISHMAN, EDWIN A.
DEVELOPMENT OF A BEHAVIOR TAXONOMY FOR DESCRIBING HUMAN TASKS
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 1, FEBRUARY, 1967, 8 PAGES
WORK JOB EVALUATION APPRAISAL
THE NEED FOR IDENTIFYING A SET OF UNIFYING DIMENSIONS UNDERLYING SKILLED BEHAVIOR IS DISCUSSED. THE ISSUES BEAR ON PROBLEMS OF GENERALIZING PRINCIPLES FROM LABORATORY TO OPERATIONAL TASKS AND FROM ONE TASK TO ANOTHER. COMBINATIONS OF EXPERIMENTAL AND CORRELATIONAL APPROACHES APPEAR TO BE REQUIRED. THE CONCEPTUAL FRAMEWORK AND RESEARCH STRATEGY UTILIZED BY THE AUTHOR IN HIS RESEARCH ON PERCEPTUAL-MOTOR ABILITIES IS DESCRIBED AND ITS RELEVANCE TO TAXONOMY QUESTIONS DISCUSSED. THE INTEGRATIVE NATURE OF THE FRAMEWORK DEVELOPED IS ILLUSTRATED BY A WIDE VARIETY OF STUDIES, IN LABORATORY AND OPERATIONAL SITUATIONS RANGING FROM THOSE OF SKILL LEARNING AND RETENTION TO THE EFFECTS OF ENVIRONMENTAL FACTORS ON HUMAN PERFORMANCE, AND IN THE STANDARDIZATION OF LABORATORY TASKS FOR PERFORMANCE ASSESSMENT.

C635 HARDIN, EINAR
JOB SATISFACTION AND THE DESIRE FOR CHANGE.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 1, FEBRUARY, 1967, 8 PAGES
TESTING, SATISFACTION, MULTIPLE-REGRESSION, JOB, ANALYSES, QUESTIONNAIRE
QUESTIONNAIRE DATA ON OFFICE EMPLOYEES GENERAL READINESS FOR CHANGE, SATISFACTION WITH EXISTING AMOUNTS OF 14 JOB ASPECTS, AND DESIRE FOR JOB-ASPECT CHANGE ARE USED IN TESTING THE HYPOTHESIS THAT A PERSONS DESIRE FOR SPECIFIC CHANGES IS GOVERNED NOT ONLY BY THE DISCREPANCY BETWEEN THE ATTRACTIVENESS TO HIM OF EXISTING AND POTENTIAL JOB CHARACTERISTICS BUT ALSO BY HIS ASSESSMENT OF THE VERY PROCESS OF CHANGE. THE HYPOTHESIS IS UPHELD BY RESULTS OF MULTIPLE-REGRESSION ANALYSES OF AGGREGATE SCORES AND OF DATA FOR SEVERAL INDIVIDUAL JOB ASPECTS.

C636 PERRY, DALLIS K. CANNON, WILLIAM M.
VOCATIONAL INTERESTS OF COMPUTER PROGRAMMERS.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 1, FEBRUARY, 1967, 7 PAGES
SATISFACTION PROGRAMMER JOBS EVALUATED ANALYSES ADMINISTERED
THE REVISED SVIB WAS ADMINISTERED TO 1,378 COMPUTER

PROGRAMMERS. PRIMARY ANALYSES WERE LIMITED TO 1,003 MALES WITH AT LEAST 2 YR. OF PROGRAMMING EXPERIENCE, WHOSE JOBS WERE PRIMARILY NONSUPERVISORY, AND WHO INDICATED SATIS-' FACTION WITH PROGRAMMING. PROGRAMMERS DIFFER FROM OTHER PROFESSIONAL MEN PRIMARILY IN THEIR GREATER INTEREST IN PROBLEM SOLVING, MATHEMATICS, AND MECHANICAL PURSUITS, AND THEIR LESSER INTEREST IN PEOPLE. THEIR INTERESTS ARE MOST SIMILAR TO OPTOMETRISTS, CHEMISTS, ENGINEERS, PRODUCTION MANAGERS, MATHEMATICS-SCIENCE TEACHERS, AND SENIOR CPAS, BUT NONE OF THESE EXISTING KEYS ADEQUATELY REPRESENTS THE INTERESTS OF PROGRAMMERS. A PROGRAMMER KEY DEVELOPED ON HALF THE SAMPLE AND EVALUATED ON THE REMAINING HALF DISCRIMINATES WELL BETWEEN PROGRAMMERS AND MEN IN GENERAL. SATISFIED PROGRAMMERS SCORE SIGNIFICANTLY HIGHER ON THE KEY THAN DISSATISFIED PROGRAMMERS.

C637 THOMPSON, WILLIAM W., JR. MCNEAL, JAMES U.
SALES PLANNING AND CONTROL USING ABSORBING MARKOV CHAINS.'
JOURNAL OF MARKETING RESEARCH, VOL. 4, NO. 1, FEBRUARY, 1967, 5 PAGES
PLAN, CONTROL

A STOCHASTIC MODEL THAT GENERATES DATA FOR SALES PLANNING AND CONTROL IS DESCRIBED. AN EXAMPLE IS PRESENTED THAT SHOWS HOW THESE DATA ARE USED TO PLAN SHORT-RUN SALES ACTIVITIES AND TRAIN EFFECTIVE SALESMEN. IN THE MODEL, CHANGES IN CUSTOMER PROPENSITIES TO BUY ARE TREATED AS MARKOV PROCESSES. FINALLY, IT IS SUGGESTED THAT THE CONCEPTS DEVELOPED HERE MAY BE COMPUTERIZED AND INTEGRATED INTO EXISTING SYSTEMS FOR PLANNING AND CONTROL.

0638 HOBERT, ROBERT DUNNETTE, MARVIN D.
DEVELOPMENT OF MODERATOR VARIABLES
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 1, FEBRUARY, 1967, 14 PAGES
TESTS ANALYSES REGRESSION MANAGERIAL EFFECTIVENESS

ITEM ANALYSES WERE USED TO DEVELOP 2 MODERATOR VARI-' ABLES WHICH, ON CROSS-VALIDATION, SUCCESSFULLY IDENTIFIED MANAGERS WHO WERE OVER-AND UNDERPREDICTED BY REGRESSION EQUATIONS DEVELOPED EARLIER. THESE MODERATOR TESTS WERE USED TO IDENTIFY AND ELIMINATE FROM THE CROSS-VALIDATION SAMPLE 55 MANAGERS, 25 PERCENT OF THE TOTAL, CLASSED AS -UNPREDICTABLE-. THE POINT-BISERIAL CORRELATION BETWEEN PREDICTED CRITERION STATUS, ABOVE OR BELOW THE CRITERION MEDIAN, AND ACTUAL CRITERION STATUS FOR THE REMAINING MANAGERS WAS .73 AS COMPARED WITH A POINT-BISERAL CORRE-' LATION ON ONLY .65 FOR ALL MANAGERS IN THE SAMPLE. MORE-' OVER, THE DEGREE OF OVERLAP ON THE ACTUAL CRITERION SCALE BETWEEN MANAGERS PREDICTED TO BE -HIGH- OR -LOW- WAS REDUCED FROM 38 PERCENT TO 28 PERCENT BY USING THE 2 MODERATOR TESTS.

0639 WOOD, THOMAS L.
THE PERSONNEL STAFF, WHAT IS A REASONABLE SIZE.'
PERSONNEL JOURNAL, VOL. 46, NO. 3, MARCH, 1967, 2 PAGES
STAFF-SIZE

-TODAY NEARLY EVERY COMPANY, REGARDLESS OF SIZE, HAS A PERSONNEL DEPARTMENT. NOTING THE INCREASING SIZE OF PERSONNEL STAFFS, MANY COMPANIES ARE LOOKING FOR A PARAMETER AGAINST WHICH TO MEASURE THE PROPER RATIO OF PERSONNEL STAFF TO TOTAL COMPANY STRENGTH.-

THE TABLE PRESENTED SHOWS A RANK ORDERING OF COMPANIES BY SIZE WITH THEIR PERSONNEL STAFF-TO-TOTAL STRENGTH RATIOS.

0640 WIKSELL, MILTON J.
TALKING IT OVER IS IMPORTANT.'
PERSONNEL JOURNAL, VOL. 46, NO. 3, MARCH, 1967, 2 PAGES
SUPERVISORS ATTITUDES EVALUATION COMMUNICATION

-A SURVEY OF EMPLOYEE VIEWS ON SUPERVISORY COMMUNI-' CATION SHOWS THAT TALKING IT OVER IS IMPORTANT, PERHAPS MORE IMPORTANT THAN WE THINK.-

SUGGESTED COMMUNICATION PRINCIPLES ARE 1. DISCUSS PROBLEMS IMMEDIATELY. 2. KEEP THE DISCUSSIONS FRANK AND OPEN. 3. CHOOSE THE PROPER PLACE. 4. BE FAIR AND EQUITABLE. 5. DEVELOP GOOD ATTITUDES 6. MAKE GOOD HUMAN RELATIONS AN EVERYDAY PROCESS.

THE -BEST- SUPERVISORS SUGGEST RATHER THAN DOMINATE, CLARIFY SITUATIONS WITH ILLUSTRATIONS AND VISUAL AIDS, ASK PERTINENT QUESTIONS AS PROBLEMS ARE EXPLAINED, LISTEN CAREFULLY TO SEE IF THEIR MASSAGE IS BEING RECIEVED, RECOGNIZE WORKERS WHO DO WELL, DEAL FAIRLY WITH ALL EMPLOYEES, GIVE THE REASONS FOR POLICY CHANGES, ETC., MAINTAIN AN INFORMAL, FRIENDLY ATMOSPHERE, AND ARE -PEOPLE-AS WELL AS -COMPANY- ORIENTED.

0641 COKIN, MOLLY CHICKERING, DOROTHEA MURPHY, ANN
CASEWORK PRINCIPLES APPLIED TO HOSPITAL EMPLOYMENT PROBLEMS
PERSONNEL JOURNAL, VOL. 46, NO. 3, MARCH, 1967, 4 PAGES
RECRUITING, HOSPITAL

-A JOINT STUDY BY THE SOCIAL SERVICE AND HOUSEKEEPING DEPARTMENTS OF A LARGE, METROPOLITAN HOSPITAL WAS MADE RECENTLY TO DETERMINE THE CAUSES OF HIGH TURNOVER ON THE HOUSEKEEPING STAFF. ONE OF THE MOST CONSTRUCTIVE RESULTS HAS BEEN THAT THE PROCESS OF INTERDEPARTMENTAL COLLABORATION HAS STIMULATED A CONCERTED APPROACH TOWARDS IMPROVED METHODS OF RECRUITING AND SCREENING PROSPECTIVE EMPLOYEES.-

0642 NEWMAN, WILLIAM H.
SHAPING THE MASTER STRATEGY OF YOUR FIRM.'
CALIFORNIA MANAGEMENT REVIEW VOL. 9, 3, SPRING, 1967, 12P.
SELECTED, PLAN

THE MASTER STRATEGY OF A FIRM EMERGES FROM A SYNTHESIS OF CAREFUL PERIODIC REASSESSMENT OF THE KEY FACTORS LEADING TO FUTURE PROFITABILITY IN THE INDUSTRY AND THE WISE SEQUENCING, TIMING, AND REINFORCING OF THE NICHES SELECTED. THIS ARTICLE DISCUSSES THE BASIC PLAN OR MASTER STRATEGY OF A FIRM AS IT RELATES TO ELEMENTS OF CHANGE, GROWTH AND ADAPTATION. THE GENERAL WAY TO DEVELOP A MASTER STRATEGY IS TO PICK PARTICULAR NICHES THAT ARE APPROPRIATE IN VIEW OF COMPETITION AND RESOURCES, TO COMBINE VARIOUS FACETS OF THE COMPANYS EFFORTS TO OBTAIN SYNERGISTIC EFFECTS, TO SET UP SEQUENCES AND TIMING OF CHANGES THAT REFLECT COMPANY CAPABILITIES AND EXTERNAL CONDITIONS, AND TO PROVIDE FOR FREQUENT REAPPRAISAL AND ADAPTATION TO EVOLVING OPPORTUNITIES.

MASTER STRATEGY IS THE PIVOTAL PLANNING INSTRUMENT OF LARGE AND SMALL COMPANIES.

0643 EWEN, ROBERT B.
WEIGHTING COMPONENTS OF JOB SATISFACTION.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 1, FEBRUARY, 1967, 6 PAGES
SATISFACTION, JOB, EVALUATION

IS IT NECESSARY TO DETERMINE HOW IMPORTANT EACH COM-' PONENT OF THE JOB IS TO THE EMPLOYEE AS WELL AS HOW SATIS-' FIED HE IS WITH EACH COMPONENT. EVALUATION OF THE EFFECT OF USING IMPORTANCE MEASURES TO ARRIVE AT WEIGHTED OVERALL JOB-SATISFACTION SCORES INDICATED THAT A. SCORES ON AN 8--' POINT SCALE OF IMPORTANCE MULTIPLIED BY SATISFACTION SCORES GAVE A -SATISFACTION-TIMES-IMPORTANCE- TOTAL SCORE THAT CORRELATED .99 WITH THE UNWEIGHTED TOTAL, B. THE UNWEIGHTED TOTAL WAS AS HIGHLY CORRELATED WITH INDEPENDENT MEASURES OF OVERALL JOB SATISFACTION AS ANY OF THE WEIGHTED TOTALS. HOWEVER, THE MOST IMPORTANT COMPONENT AS DETERMINED BY A RANKING SCALE WAS MORE CLOSELY RELATED TO OVERALL JOB SATISFACTION THAN THE LEAST IMPORTANT COMPONENT. PRESENT RESULTS INDICATED THE NECESSITY OF EMPIRICALLY DEMONSTRATING USEFULNESS OF IMPORTANCE MEASURES BEFORE ACCEPTING TOTAL SCORES WEIGHTED BY IMPORTANCE AS SUPERIOR TO UNWEIGHTED 1S.

C644 GRUENFELD, L.W. FELTMAN, F.F.
RELATIONSHIP AMONG SUPERVISORS INTEGRATION, SATISFACTION, AND TECHNOLOGICAL-CHANGE
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 1, FEBRUARY, 1967, 4 PAGES
SUPERVISORS, SATISFACTION, JOB, ADMINISTERED, QUESTIONNAIRE

THIS STUDY INVESTIGATED HOW THE INTEGRATION AND SATISFACTION OF SUPERVISORS WITH MANAGEMENT AFFECTED THEIR ACCEPTANCE OF A TECHNOLOGICAL CHANGE. ATTITUDE QUESTION-' NAIRES WERE ADMINISTERED TO 40 FIRST-LINE SUPERVISORS TO MEASURE ATTITUDE TOWARD THE CHANGE AND SEVERAL DIMENSIONS OF INTEGRATION AND SATISFACTION. THE RESULTS SHOWED THAT SUPERVISORS WHO ARE RELATIVELY MORE INTEGRATED WITH THE MANAGEMENT GROUP, MORE SATISFIED WITH MANAGEMENT, AND RELATIVELY HIGH IN JOB SATISFACTION ARE MORE LIKELY TO ACCEPT A MANAGEMENT-INITIATED TECHNOLOGICAL CHANGE.

C645 CUMMIN, PEARSON C.
TAT CORRELATES OF EXECUTIVE PERFORMANCE.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 1, FEBRUARY, 1967, 4 PAGES
ACHIEVEMENT

THE TAT WAS USED TO MEASURE N ACHIEVEMENT, N AFFILIA-' TION, N POWER, N AUTONOMY, N AGGRESSION, AND N DEFERENCE IN 2 GROUPS OF SUBJECTS. THE FIRST GROUP CONSISTED OF MORE SUCCESSFUL BUSINESS EXECUTIVES, THE SECOND OF LESS SUCCESS-' FUL ONES. IT WAS HYPOTHESIZED, LARGELY FROM THE WORK OF HENRY AND MCCLELLAND, THAT THE SUCCESSFUL GROUP WOULD HAVE SIGNIFICANTLY HIGHER SCORES THAN THE LESS SUCCESSFUL GROUP IN N ACHIEVEMENT, N POWER, AND N AUTONOMY, WHEREAS THE LESS SUCCESSFUL EXECUTIVES WOULD HAVE HIGHER SCORES IN N AFFILIATION, N AGGRESSION, AND N DEFERENCE. THE SUCCESS-' FUL GROUP HAD SIGNIFICANTLY HIGHER SCORES IN N ACHIEVEMENT AND N POWER THAN THE UNSUCCESSFUL ONES. THE IMPLICATIONS OF THESE FINDINGS WERE DISCUSSED.

0646 BENSON, PURNELL H.
MULTIPLE-REGRESSION ANALYSIS OF A PAIRED-CHOICE DIVISION-OF-TIME-INVENTORY IN RELATION TO GRADE-POINT AVERAGE
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 1, FEBRUARY, 1967, 7 PAGES
MULTIPLE-REGRESSION, ANALYSIS

76 COLLEGE SUBJECTS REPORTED HOW THEY WOULD DIVIDE AMOUNTS OF TIME PER WEEK, 7 HOURS AND 21 HOURS, BETWEEN PAIRS OF ACTIVITIES FORMED IN ALL POSSIBLE PAIRS FROM A LIST OF 7 ACTIVITIES. MARGINAL UTILITY FUNCTIONS FOR THE ACTIVITIES WERE FITTED TO THE 42 PAIRED DIVISIONS OF TIME FOR EACH STUDENT. THE PARAMETERS OF THESE FUNCTIONS WERE THEN CORRELATED WITH GRADE-POINT AVERAGE, GPA, IN A COM-' BINED REGRESSION FOR THE 76 SUBJECTS. THE CORRELATION OF THE VARIABLES WITH GPA IS INCREASED FROM .28 FOR COLLEGE ENTRANCE EXAMINATION BOARD, CEEB, VERBAL AND MATHEMATICAL SCORES ALONE TO .45 FOR ACTIVITIES DATA PLUS APTITUDE SCORES.

0647 DOWST, SOMERBY
WHAT EDP SERVICE BUREAUS OFFER THE P.A.'
PURCHASING VOL. 62, 7. APRIL 6, 1967. 3P.
TEST, JOB, CONTROL

ONE SHOULD NOT GIVE UP THE IDEA OF USING EDP IN PUR-' CHASING JUST BECAUSE IT IS EXPENSIVE TO BUY OR LEASE A COM-' PUTER. SERVICE BUREAUS CAN DO THE JOB FOR YOU ON A CONTRACT BASIS AT REASONABLE COST.

IF ONE DETERMINES WHAT REPORTS HE WANTS, A SERVICE BUREAU CAN FEED THEM BACK ON A REGULAR BASIS. ANOTHER AD-' VANTAGE IS THAT YOU CAN TEST EDP FOR THE PURCHASING OPERA-' TION WITHOUT MUCH COST OR CONFUSION. ALSO, IF YOU ARE TRYING TO SELL YOUR COMPANY ON EDP, A SERVICE BUREAU IS A GOOD WAY TO START.

IN GENERAL THE SERVICE BUREAU WILL WANT A ONE OR TWO YEAR CONTRACT. ONE PURPOSE OF USING THE BUREAU MAY BE TO TIGHTEN INVENTORY CONTROL. ACCORDING TO SERVICE BUREAU CORP., THIS WOULD COST ABOUT 400 DOLLARS PER MONTH. SERVICE BUREAUS CAN ALSO GIVE YOU STATISTICAL RATINGS ON SUPPLIER PERFORMANCE, ACTING AS MANAGEMENT CONSULTANTS.

0648 CARRESE, LOUIS M. BAKER, CARL G.
THE CONVERGENCE TECHNIQUE FOR PROGRAMMING RESEARCH EFFORTS
MANAGEMENT SCIENCE VOL. 13, 8 APRIL, 1967. 15P.
PROGRAM, PLANNING, PERSONNEL, ANALYSIS

THE DIFFICULTIES ENCOUNTERED IN ATTEMPTS TO APPLY DIR-' ECTLY SOME OF THE STANDARD NETWORK ANALYSIS TECHNIQUES TO THE PLANNING OF RESEARCH PROGRAMS ARE HERE DISCUSSED. THE

PARTICULARIZED REQUIREMENTS FOR A PLANNING SYSTEM SUITABLE FOR RESEARCH EFFORTS ARE IDENTIFIED, AND A TECHNIQUE DEVEL-' OPED SPECIFICALLY FOR THE PLANNING AND PROGRAMMING OF RE-' SEARCH EFFORTS IS DESCRIBED. BASICALLY, THE TECHNIQUE IN-' VOLVES THE FORMULATION OF A SERIES OF FLOWS AND ARRAYS DE-' PICTING MAJOR PROGRAM ELEMENTS AND INDIVIDUAL PROJECTS, SEQUENTIALLY ORDERED ON THE BASIS OF RESEARCH LOGIC, AND GRAPHICALLY REPRESENTED BY A MATRIX WHICH RELATES RESEARCH PERFORMANCE TO RESOURCES REQUIRED- INCLUDING PERSONNEL, MATERIALS, EQUIPMENT AND FACILITIES, AND FUNDS-.

0649 SMITH, ROBERT D. GREENLAW, PAUL S.
SIMULATION OF PSYCHOLOGICAL DECISIONS IN PERSONNEL SELECTION
MANAGEMENT SCIENCE VOL. 13, 8 APRIL, 1967. 10P.
TEST, SELECTION, PSYCHOLOGICAL, PERSONNEL, DECISION, ANALYZING

CONSIDERABLE ATTENTION IN RECENT YEARS HAS BEEN GIVEN TO THE COMPUTER SIMULATION OF HUMAN THOUGHT PROCESSES IN PROBLEM SOLVING. THIS PAPER DESCRIBES THE COMPUTER SIMULA-' TION OF THE DECISION PROCESSES OF A PSYCHOLOGIST DEALING WITH THE ILL-STRUCTURED PROBLEM OF ANALYZING PSYCHOLOGICAL TEST SCORES AND OTHER DATA CONCERNING INDIVIDUALS BEING CONSIDERED FOR VARIOUS TYPES OF CLERICAL AND CLERICAL-AD-' MINISTRATIVE POSITIONS. THE COMPUTER MODEL WAS DESIGNED TO OUTPUT, AS DID THE PSYCHOLOGIST IN HIS DECISION-MAKING, BOTH NUMEROUS INTERPRETIVE COMMENTS ABOUT EACH APPLICANT AND A SPECIFIC RECOMMENDATION AS TO WHETHER THE INDIVIDUAL SHOULD BE EMPLOYED. THE METHODOLOGY AND RESULTS OF THIS RESEARCH ARE DESCRIBED, AND THE POSSIBILITY OF UTILIZING COMPUTERIZED MODELS OF THIS TYPE AS AN AID IN PERSONNEL SELECTION IS SUGGESTED.

0650 GREEN, PAUL E. FRANK, RONALD E. ROBINSON, PATRICK J.
CLUSTER ANALYSIS IN TEST MARKET SELECTION.'
MANAGEMENT SCIENCE VOL. 13, 8 APRIL, 1967. 12P.
TEST, SELECTION, ANALYSIS

SELECTION OF -MATCHED- AREAS FOR TEST MARKETING IS AN IMPORTANT UNDERTAKING IF RELIABLE COMPARISONS AMONG MARKETS ARE TO BE MADE. THIS USUALLY HAS BEEN DONE ON A RATHER ARBITRARY BASIS, LARGELY BECAUSE OF THE LARGE NUMBER OF MARKET CHARACTERISTICS ON WHICH MARKETS CAN BE VIEWED AS SIMILAR OR DIFFERENT.

THE AUTHORS SUGGEST A NUMERICAL PROCEDURE- CLUSTER ANALYSIS- FOR MATCHING PROSPECTIVE TEST MARKETS ON THE BASIS OF A LARGE VARIETY OF CHARACTERISTICS WHICH COULD AFFECT TEST MARKETING RESULTS. IN THIS WAY, MARKETS CAN BE PRE--' SELECTED SO AS TO REDUCE UNDESIRED VARIABILITY AMONG TEST AREAS. THE AUTHORS APPLY SOME OF THE RUDIMENTS OF CLUSTER ANALYSIS TO A PROBLEM IN TEST CITY CLASSIFICATION.

0651 MENKHAUS, EDWARD J.
THE WAYS AND MEANS OF MOVING DATA.'
BUSINESS AUTOMATION VOL. 14, 3. MARCH, 1967. 8P.
PROGRAMS, INFORMATION, DATA-PROCESSING, CODE

THIS ARTICLE TAKES A LOOK AT SOME OF THE WAYS IN WHICH DATA TRANSMISSION CAN BE COMBINED WITH DATA-PROCESSING TO REMOVE THE BARRIERS OF SPACE AND TIME FROM INFORMATION FLOW. WHAT SOME COMPANIES ARE DOING WITH THIS CAPABILITY HIGHLIGHT THE ARTICLE.

ONE SYSTEM EMPLOYING DIFFERENT TYPES OF TERMINALS AND CHANNELS IS THAT USED BY THE UNITED CALIFORNIA BANK. A SAT-' ELLITE DATA CENTER IN SAN FRANCISCO IS LINKED VIA TWO HIGH SPEED IBM 7711 DATA COMMUNICATIONS UNITS AND A 24-CIRCUIT CHANNEL TO THE LARGER LOS ANGELES CENTER. ONE OF THE MOST AMBITIOUS DATA TRANSMISSION PROGRAMS UNDERWAY IS THAT OF METROPOLITAN LIFE INSURANCE CO. 800 DISTRICT OFFICES HAVE CONSOLES CONSISTING OF OPTICAL CODE READERS, TELEPRINTER, PAPER TAPE READER, AND DATA SET. OSCAR MAYER AND CO. AND INTERLAKE STEEL CORP. ARE DISCUSSED TO SHOW HOW A DATA CON-' VERSION PROBLEM CAN BE APPROACHED IN DIFFERENT WAYS.

0652 BAKER, A.G. SMITH, W.J.
CONTROL OF RESEARCH- POSSIBLE AIDS.'
OPERATIONAL RESEARCH QUARTERLY VOL. 18, 1. MARCH, 1967. 6P.
PLANNING, INDEX, CONTROL

RECOGNITION OF THE INCREASING PROBLEM OF COMMUNICATION IN A GROWING RESEARCH AND DEVELOPMENT UNIT LED TO THE DE-' VELOPMENT OF A PLANNING AND PROGRESSING SYSTEM AS A MEANS OF DIRECTING MANAGEMENT ATTENTION TO THOSE AREAS WHERE IT WAS MOST NEEDED. WITH THE SYSTEM, A PROJECT IS FIRST DEFINED AND HAS PRECISE CRITERIA OF SUCCESS SET. PROGRESS IS THEN RE-' PORTED TO MANAGEMENT AT 4-WEEKLY INTERVALS IN TERMS OF AN EXPECTED COMPLETION DATE AND A TECHNICAL FEASIBILITY INDEX, TOGETHER WITH COSTS, BASED ON SCIENTIFIC EFFORT EXPENDED, AND THE MAIN FACTOR DETERMINING RATE OF WORK. THUS WITH A MINIMUM OF COMMUNICATION MANAGEMENT IS PROVIDED WITH A GUIDE TO THE STATE OF PROJECTS UNDER ITS CONTROL. FURTHER SUM-' MARIES OF THE DATA AT LONGER INTERVALS SERVE TO PROVIDE A BROADER INDICATION OF THE PROBLEM AREAS IN THE LABORATORY.

0653 FERBER, ROBERT C.
THE ROLE OF THE SUBCONSCIOUS IN EXECUTIVE DECISION-MAKING.'
MANAGEMENT SCIENCE VOL. 13, 8. APRIL, 1967, 8P.
DECISION, CONTROLS

MANAGEMENT SCIENCE IS CONCERNING ITSELF A GREAT DEAL WITH DECISION THEORY AT PRESENT. THE LATTER PROVIDES A FRAMEWORK FOR THE IDEALIZED, RATIONAL DECISION-MAKER.

IN ACTUAL FACT, HOWEVER, AN EXECUTIVES PERFORMANCE LIES ON A CONTINUUM BETWEEN THAT OF TWO PEOPLE, ONE OF WHOM MAKES RATIONAL AND THE OTHER RATIONALIZED DECISIONS.

THIS ARTICLE EXAMINES THE ROLE OF THE SUBCONSCIOUS IN EXECUTIVE DECISION-MAKING AND GIVES AND DISCUSSES SOME EX-' TREME EXAMPLES, SOME CONTROLS ARE DISCUSSED ON THE VAGARIES OF THE DECISIONS ACTUALLY REACHED. THE CONCLUSION IS THAT MANAGEMENT SCIENCE, AND PARTICULARLY DECISION THEORY, SHOULD CONCERN ITSELF FAR MORE WITH THE EFFECT OF THE SUBCONSCIOUS ON DECISIONS. SOME CRITERIA FOR POSSIBLE MEASUREMENT ARE SUGGESTED.

0654 RUBENSTEIN, ALBERT H. RADNOR, MICHAEL BAKER, NORMAN R.
HEIMAN, DAVID R. MCCOLLY, JOHN B.
CRANE, DWIGHT B. CROTTY, JAMES R.
FORECASTING MODEL EXPONENTIAL SMOOTHING + MLTPL REGRESSION
MANAGEMENT SCIENCE VOL. 13, 8. APRIL, 1967, 7P.
SELECTED, PROGRAM, INFORMATION, FORECAST, ANALYSIS, REGRESSION

THIS PAPER PRESENTS A FORECASTING TECHNIQUE WHICH AT-' TEMPTS TO COMBINE THE ADVANTAGES OF BOTH TIME SERIES ANAL-' YSIS AND MULTIPLE REGRESSION. IN THIS TWO-STAGE TECHNIQUE, AN EXPONENTIALLY SMOOTHED MOVING AVERAGE MODEL IS USED TO FORECAST VALUES OF THE DEPENDENT VARIABLE AND/OR SELECTED INDEPENDENT VARIABLES AS DESIRED. THESE FORECASTS, ALONG WITH DATA FOR OTHER -LAGGED- INDEPENDENT VARIABLES, ARE THEN USED AS INPUTS TO A MULTIPLE REGRESSION PROGRAM. THE OB-' SERVATIONS ARE SELECTED SEQUENTIALLY BY THE REGRESSION MOD-' EL SO THAT EACH EQUATION IS BASED ONLY UPON DATA WHICH WOULD HAVE BEEN AVAILABLE AT THE TIME OF THE FORECAST, AND THE COEFFICIENTS OF THE EQUATION ARE UPDATED AS NEW INFORM-' ATION BECOMES AVAILABLE. THE FINAL SECTION OF THE PAPER DESCRIBES A SUCCESSFUL APPLICATION OF THE TWO-STAGE MODEL TO A DEMAND DEPOSIT FORECASTING PROBLEM.

0655 EDITOR
HOW MUCH GOOD DO FILMS DO.'
ADVERTISING AND SALES PROMOTION VOL. 15, 5, MAY, 1967, 2P.
PROGRAM, PLANNED, INFORMATION

THIS ARTICLE REPORTS ON THE FINDINGS OF A RECENT SURVEY BY HUMBLE OIL TO DETERMINE THE REAL VALUE THAT ACCRUES TO THE SPONSOR OF GOOD PUBLIC SERVICE FILMS. HUMBLE OIL HAS AN EXTENSIVE FILM LIBRARY AND RECENT IMPROVEMENTS IN THE DISTRIBUTION SYSTEM HAS OUTLINED GOALS WHICH INCLUDE IMPROVING AUDIENCE REPORTING, BETTER PRINT UTILIZATION AND INCREASED ADULT AUDIENCES.

IT WAS FOUND THAT LITTLE INFORMATION FOR CARRYING OUT THIS PROGRAM EXISTED. CONSEQUENTLY HUMBLE OIL RAN ITS OWN CAREFULLY PLANNED SURVEY. TOTAL RESULTS ARE CONFIDENTIAL, BUT THE SURVEY DID INDICATE THAT IT IS POSSIBLE TO OBTAIN STATISTICALLY SOUND INFORMATION POINTING TOWARD WORTHWHILE VALUE IN PUBLIC SERVICE FILMS.

0656 CONRATH, DAVID W.
ORGANIZATIONAL DECISION-MAKING BEHAVIOR
MANAGEMENT SCIENCE VOL. 13, 8. APRIL, 1967. 13P.
ORGANIZATIONAL, DECISION

THE PROBLEM OF DECISION-MAKING UNDER UNCERTAINTY GEN-' ERALLY HAS BEEN TREATED IN A RATHER CONSTRAINED FASHION. MOST WRITERS ASSUME THAT THE DECISION IS TO BE MADE BY AN ENTITY -THE PROBLEM OF UTILITY FUNCTION AMALGAMATION IS IGNORED-, THAT THE PROCESS WHEREBY IT IS REACHED IS OF NO CONSEQUENCE, AND THAT AN ADEQUATE DEFINITION OF UNCERTAINTY IS THAT TRADITIONALLY PROVIDED IN GAME THEORY. THE AUTHOR CONTENDS, ON THE OTHER HAND, THAT THESE ASSUMPTIONS ARE UNREALISTICALLY RESTRICTIVE, AND THAT IT WOULD DO WELL TO LOOK AT THE PROBLEM IN ITS BROADER ASPECTS. A GENERAL FRAMEWORK IS PROVIDED FOR THIS PURPOSE, AND IT IS USED IN A RELATIVELY SIMPLE EXAMPLE TO DEMONSTRATE A POSSIBLE AP-' PLICATION.

0657 ROTHERY, BRIAN
THE WORLD OF SYSTEMS.'
DATA PROCESSING VOL. 9, 4, APRIL, 1967, 2P.
TRAINING, EDUCATIONAL

THIS ARTICLE TAKES A LOOK AT THE MIND AND WORLD OF THE SYSTEMS SPECIALIST. THE EVOLUTION OF THE SYSTEMS SPECIALIST IS LINKED TO THE INCREASING SPECIALIZATION OF SOCIETY, AND PERHAPS ACCOUNTS FOR THE NEW AGE OF LEISURE. THE QUALIFICATIONS OF THE SYSTEMS MAN USUALLY INCLUDE AN UNDERSTANDING OF MATHEMATICS, NUMBERING SYSTEMS AND NEW LANGUAGES AND AN OPEN AND LOGICAL MIND. IT IS SUGGESTED THAT A LIBERAL EDUCATIONAL BACKGROUND MIGHT BEST DEVELOP THE LOGICAL MIND. TRAINING IS OF MOST IMPORTANCE TOO, AND EMPHASIS IN THIS PROFESSION IS ON EXPERIENCE AND CONTINUED LEARNING THROUGH THE LITERATURE WHICH REPORTS THE RAPIDLY CHANGING ASPECTS OF THE PROFESSION.

0658 REYNOLDS, CARL H.
THE RESEARCH INSTITUTION AND DATA PROCESSING.'
DATA PROCESSING VOL. 9, 4, APRIL, 1967, 2P.
INFORMATION, EVALUATES

AMONG ITS SEVERAL FEATURES, THE BROOKS BILL CALLED FOR THE ESTABLISHMENT OF THE NATIONAL BUREAU OF STANDARDS AS A TECHNICAL ADVISOR OF DATA PROCESSING PROBLEMS FOR THE GOVERNMENT. THIS RAISES THE QUESTION OF THE ROLE OF THE RESEARCH INSTITUTION IN THE FORMATION OF A TECHNOLOGICAL BASE FOR DATA PROCESSING. THIS ARTICLE EVALUATES THIS QUESTION INDICATING A NEED FOR RESEARCH AND SUGGESTING THAT THE NATIONAL BUREAU OF STANDARDS MUST INCLUDE THE ROLE OF AN INFORMATION CLEARINGHOUSE.

0659 HOW TO MANAGE CREATIVE PEOPLE.'
BUSINESS MANAGEMENT VOL. 32, 1. APRIL, 1967. 6P.
PERSONNEL, EVALUATE

ALTHOUGH CREATIVITY HAS NEVER BEEN THE EXCLUSIVE PRO-' VINCE OF THE ARTS, BUSINESSMEN HAVE OFTEN ACTED AS IF IT WERE. THEY HAVE NOT BEEN SURE HOW TO HANDLE THEIR CREATIVE PERSONNEL, WHAT TO EXPECT OF THEM, OR HOW TO EVALUATE THEM. IN THIS QUESTION-AND-ANSWER INTERVIEW, FIVE MEN EXPERIENCED IN DEALING WITH SUCH CREATIVE EMPLOYEES DISCUSS HOW A COM-' PANY CAN GET THE MOST OUT OF THEM.

FROM THIS DISCUSSION 4 PRINCIPLES SEEM TO EMERGE. THE CREATIVE MAN IS NOT MOTIVATED BY THE SAME FACTORS AS RUN--' OF-THE-MILL EMPLOYEES. SECONDLY, CREATIVE PEOPLE ARE HARDER TO MANAGE THAN OTHER PEOPLE, ON THE WHOLE. THEY ARE LIKELY TO HAVE A STRONG TOUCH OF EGOTISM. CREATIVE PEOPLE, IF POS-' SIBLE, SHOULD BE MANAGED BY OTHER CREATIVE PEOPLE WHO WILL UNDERSTAND THEIR PECCADILLOES. FINALLY, THESE PEOPLE SHOULD BE REWARDED GENEROUSLY ACCORDING TO THE QUALITY OF THEIR WORK.

0660 MIDDLETON, C.J.
HOW TO SET UP A PROJECT ORGANIZATION.'
HARVARD BUSINESS REVIEW VOL.45, 2, MARCH-APRIL, 1967, 10P.
ORGANIZATION, JOB, EVALUATED

THIS ARTICLE EXPLAINS THE AIMS OF MANAGEMENT IN SETTING UP PROJECTS UNITS, THE VARIETIES OF FORMS THEY HAVE TAKEN, THE PROBLEMS OF DIVIDING ASSIGNMENTS WITH FUNCTIONAL SEGMENTS OF COMPANIES, AND THE TECHNIQUES OF FORMING THE WORK FORCE. IT ALSO DISCUSSES THE COSTS OF PROJECT ORGANIZATIONS AND THE POSSIBLE TEMPORARY OR LASTING EFFECTS OF THESE ORGANIZATIONS ON COMPANIES.

IT IS EMPHASIZED THAT THE NATURE OF THE JOB MUST BE ASSESSED BEFORE ESTABLISHING A PROJECT ORGANIZATION, AND THE PRESENT STRUCTURE MUST BE CAREFULLY EVALUATED. THE CREATION OF A PROJECT ORGANIZATION DOES NOT INSURE THE ACCOMPLISHMENT OF AN ASSIGNED GOAL, BUT IT CAN BE A GREAT ASSET TO THOSE COMPANIES WHICH POSSESS THE ACUMEN TO EXPLOIT ITS STRENGTH.

C661 SALEM, M. D. JR.
MULTIPLE LINEAR REGRESSION ANALYSIS FOR WORK MEASUREMENT
JOURNAL OF INDUSTRIAL ENGINEERING VOL. 18 NO. 5 MAY 1967 6P.

THE USE OF MULTIPLE LINEAR REGRESSION IN WORK MEASURE-' MENT OF INDIRECT LABOR IS SHOWN FOR THE EXAMPLE OF PACKING A FINISHED PRODUCT FOR DISTRIBUTION. A MODEL WITH VARIABLES OF NUMBER OF ORDERS, NUMBER OF CASES PACKED, WEIGHT OF PRODUCT, AND VOLUME OF CASES IS USED IN THE EXAMPLE.

C662 KING, WILLIAM R.
THE SYSTEMS CONCEPT IN MANAGEMENT.'
JOURNAL OF INDUSTRIAL ENGINEERING VOL. 18 NO. 5 MAY 1967 4P.
PLANNING, DECISION

THIS ARTICLE DISCUSSES THE ROLE OF THE SYSTEMS CONCEPT IN MANAGEMENT. THE AUTHOR DEFINES SYSTEMS AND THE SYSTEMS CONCEPT AND DISCUSSES THE PRIMARY CHANGES IT HAS BROUGHT ABOUT IN THE PLANNING AND EXECUTION FUNCTIONS OF MANAGEMENT. THE SYSTEMS APPROACH TO PLANNING MAY BE REVIEWED AS A LOG-' ICALLY CONSISTENT METHOD OF REDUCING A LARGE PART OF A COM-' PLEX PROBLEM TO A SIMPLE OUTPUT WHICH CAN BE USED BY THE DECISION-MAKER IN ARRIVING AT A -BEST- DECISION. IN THE SYSTEMS APPROACH TO EXECUTION, THERE HAS EVOLVED THE PROJECT MANAGER WHO CAN CUT ACROSS TRADITIONAL FUNCTIONAL LINES FOR IMPLEMENTING DECISIONS. THE AUTHOR ALSO DISCUSSES THE IM-' PLICATIONS OF THE SYSTEMS CONCEPT AND QUALIFICATIONS A MODERN MANAGER SHOULD HAVE.

C663 BETKE, RICHARD L.
APPLICATION OF BEHAVIORAL SCIENCES TO THE PRACTICE OF INDUSTRIAL ENGINEERING.'
JOURNAL OF INDUSTRIAL ENGINEERING VOL. 18 NO. 5 MAY 1967 6P.
TRAINING, PROGRAM, MANPOWER, CONTROL, ANALYSIS

THIS ARTICLE DESCRIBES AN EXPERIMENT IN APPLYING CON-' CEPTS OF BEHAVIORAL SCIENCE TO THE PRACTICE OF INDUSTRIAL ENGINEERING TO IMPLEMENT A WORK MEASUREMENT PROGRAM. THE PURPOSE OF THE PROGRAM WAS TO CONTROL MANPOWER AND REDUCE COSTS THROUGH THE ANALYSIS AND MEASUREMENT OF THE ACTIVITIES OF 700 PEOPLE BY USING THE APPROPRIATE ENGINEERING TECH-' NIQUES SUCH AS MTM, WORK SAMPLING, AND TIME STUDY, WITH THE UNDERSTANDING THAT HUMAN CONSIDERATIONS CAN MEAN THE DIF-' FERENCE BETWEEN SUCCESS AND FAILURE. THE INDUSTRIAL ENG-' INEERS WERE GIVEN TRAINING TO HELP THEM DEVELOP A BEHAVIORAL SCIENCE APPROACH. AS INTENDED, THE INDUSTRIAL ENGINEER BE-' A -CONSULTANT-ADVISOR- RATHER THAN A -FIXER.- RESULTS OF THE EXPERIMENT SHOWED THAT WHEN THE INDUSTRIAL ENGINEER UNDER-' STANDS AND USES BEHAVIORAL SCIENCE CONCEPTS, THE TRADITIONAL REACTIONS TO HIS EFFORTS ARE CHANGED, RESULTING IN SIGN-' IFICANT BENEFITS FOR THIS COMPANY.

C664 MOORE, JAMES M.
WHICH TEST STATISTIC -A SCRAMBLE BOOK APPROACH-.'
JOURNAL OF INDUSTRIAL ENGINEERING VOL. 18 NO. 5 MAY 1967 6P.
TEST, SELECTING, PROGRAMMED

THE SCRAMBLE BOOK APPROACH OF PROGRAMMED LEARNING IS UTILIZED TO ASSIT IN SELECTING AN APPROPRIATE TEST STATISTIC FOR TESTING HYPOTHESIS. THE READER PROGRESSES THROUGH THE SCRAMBLE BOOK OR FLOW CHART RESPONDING TO INQUIRIES ABOUT HIS PARTICULAR TEST UNTIL HE UNCOVERS THE STATISTIC WHICH IS MOST EFFICIENT FOR HIS CIRCUMSTANCES.

C665 KNOWLES, HENRY P.
HUMAN REACTIONS AND THE NATURE OF MAN.'
HARVARD BUSINESS REVIEW VOL.45, 2, MARCH-APRIL, 1967, 10P.
ORGANIZATIONAL, OPTIMISTIC, CONTROL

THIS ARTICLE DEALS WITH THE INFLUENCE THAT ASSUMPTIONS ABOUT HUMAN NATURE HAVE ON HUMAN RELATIONS IN OUR SOCIETY, NOT ONLY IN ORGANIZATIONS, BUT ALSO ACROSS A WIDE RANGE OF INSTITUTIONS AND FORMS OF SOCIAL CONTROL. BOTH THE PESSIMISTIC AND OPTIMISTIC VIEWS OF MAN ARE PRESENTED THROUGH A DISCUSSION OF THE IDEAS OF MEN LIKE TAYLOR, FREUD, FROMM, ALLEE, DARWIN AND OTHERS.

NO OTHER VARIABLE WEIGHS MORE HEAVILY ON THE ULTIMATE FORM AND QUALITY OF ORGANIZATIONAL AND INTERPERSONAL RELATIONS THAN THE CONCEPT OF MAN. FOR THIS REASON, MANAGERS NEED TO KNOW MORE ABOUT THE FUNDAMENTAL RELATIONSHIP BETWEEN HOW THEY VALUE MAN AND THEIR OWN ORGANIZATIONAL LIVES.

C666 MORSE, BRADFORD F.
PRIVATE RESPONSIBILITY FOR PUBLIC MANAGEMENT.'
HARVARD BUSINESS REVIEW VOL.45, 2, MARCH-APRIL, 1967, 9P.
INFORMATION, EDUCATIONAL

THIS ARTICLE IS A SPECIAL REPORT PRESENTING CONGRESSMAN F. BRADFORD MORSES IDEAS ON THE EXCITING POSSIBILITIES THAT THE SYSTEMS MANAGEMENT APPROACH OFFERS FOR AN EFFECTIVE ATTACK ON MAJOR SOCIAL AND ECONOMIC PROBLEMS. BASICALLY THE LAG IN PROGRESS IN ACHIEVING NATIONAL GOALS OF CLEAN AIR AND WATER, LIVABLE CITIES AND EDUCATIONAL EXCELLENCE IS SEEN AS A FAULT IN THE TRADITIONAL APPROACH TO PUBLIC PROBLEM SOLVING. THE SUGGESTED NEW APPROACH INVOLVES USING THE SYSTEM TECHNIQUES OF PRIVATE INDUSTRY TO DERIVE ANSWERS FOR THESE PUBLIC PROBLEMS.

EXAMPLES ARE RELATED OF BEGINNING EXPERIMENTS OF THIS NEW APPROACH IN CALIFORNIA AND NEW YORK. THE NEED FOR ACTION REQUIRES SUPPORT OF THE PUBLIC MANAGEMENT BILL AND OTHER RELATED INFORMATION. THE USE OF PRIVATE TOOLS IS REQUIRED FOR PUBLIC PROGRESS.

C667 ALBROOK, ROBERT C.
PARTICIPATIVE MANAGEMENT, TIME FOR A SECOND LOOK.'
FORTUNE, VOL. 75, NO. 5, MAY, 1967, 8 PAGES
TEST, JOB, ANALYZE

MOTIVATING EMPLOYEES BY INVOLVING THEM IN A COMMON AND MEANINGFUL EFFORT IS AN OLD IDEA THAT HAS LONG SEEMED EMINENTLY SOUND TO MANY BUSINESSMEN. THE TROUBLE IS THAT PARTICIPATIVE MANAGEMENT DOES NOT ALWAYS WORK. AND LATELY BEHAVIORAL SCIENTISTS, IN A BURST OF IDEAS, HAVE BEEN SUGGESTING NEW APPROACHES TO THE OLD TASK OF MANAGEMENT.

THE RESEARCHERS ARE NOT SUGGESTING A RETURN TO THE AUTOCRATIC, -GET TOUGH- CONCEPTS OF DAYS GONE BY. BUT THEY DO CONTEND THAT MANAGEMENT MUST BE TAILER-MADE, SUITED TO THE WORK OR THE PEOPLE RATHER THAN PACKAGED IN A STANDARD MIXTURE. ACCORDING TO ONE VIEWPOINT, SOME PEOPLE ARE NOT AND NEVER WILL BE SUITED FOR DEMOCRACY ON THE JOB. ANYONE, EXECUTIVE OR EMPLOYEE, CAN ANALYZE THE MANAGEMENT STYLE OF HIS OWN COMPANY OR DIVISION WITH THE TEST CHART PRESENTED IN THE ARTICLE.

C668

PROJECT TOTAL- A MASTER PLAN TO CUT COSTS.'
BUSINESS MANAGEMENT VOL. 32, 1 APRIL, 1967. 5P.
PROGRAM, PLAN

MANY FIRMS HAVE AT LEAST ONE COST-CUTTING PROGRAM, AND SOME HAVE SEVERAL. UNTIL A YEAR AGO JANUARY, BELL AERO-' SYSTEMS OF NIAGRA FALLS, N.Y. HAD FOUR. THEN, MANAGEMENT DECIDED TO COORDINATE THESE FOUR PROGRAMS IN A NEW COMPANY WIDE COST REDUCTION EFFORT. THE NEW PROGRAM IS CALLED PRO-' JECT TOTAL, AND IT SAVED THE COMPANY 4.75 MILLION DOLLARS DURING ITS FIRST YEAR IN OPERATION. THERE ARE LESSONS IN IT FOR A GOOD MANY OTHER COMPANIES SEEKING TO CUT COSTS.

TO UNDERSTAND TOTAL AND APPRECIATE ITS EFFECTIVENESS THE FOUR CONSTITUENT PROGRAMS ARE DISCUSSED-EMPLOYEE SUG-' GESTIONS, ZERO DEFECTS, PERFORMANCE IMPROVEMENT PROGRAM, AND VALUE ENGINEERING. THE TANGIBLE RESULTS FOR EMPLOYEES FROM IMPLEMENTED SUGGESTIONS WERE FORMERLY MERCHANDISE CERTIFICATES AND THIS YEAR WILL BE CASH AWARDS.

C669 HAMBURG, MORRIS ATKINS, ROBERT J.
COMPUTER MODEL FOR NEW PRODUCT DEMAND.'
HARVARD BUSINESS REVIEW VOL.45, 2. MARCH-APRIL, 1967, 7P.
FORECASTING, EVALLATION

A FORMAL FORECASTING MODEL TO GUIDE MARKETING DECISIONS DURING THE EARLY LIFE OF A NEW PRODUCT CAN MAKE A NUMBER OF WORTHWHILE CONTRIBUTIONS, INCLUDING THE ESTIMATION OF FUTURE SALES LEVELS OF NEW PRODUCTS. THIS ARTICLE PRESENTS A CASE STUDY TO ILLUSTRATE THE DEVELOPMENT AND USE OF SUCH A MODEL.

THE ARTICLE INCLUDES A DISCUSSION OF THE IDENTIFICATION OF IMPORTANT VARIABLES, PRELIMINARY FORECASTS BASED ON HISTORICAL DATA, INITIAL MARKETING DECISIONS, A REVISION OF MARKETING DECISIONS AND A CONTINUED EVALUATION OF THE MODEL.

C670 QUINN, JAMES BRIAN
TECHNOLOGICAL FORECASTING.'
HARVARD BUSINESS REVIEW VOL. 45, 2, MARCH-APRIL, 1967, 18P.
TEST, ORGANIZE, FORECASTING, ANALYSIS

THIS ARTICLE DISCUSSES THE PURPOSES OF TECHNOLOGICAL FORECASTING IN TERM OF WHAT CAN BE PREDICTED AND THE VALUE FOR MANAGEMENT. THE METHODS AND APPROACHES, INCLUDING DEMAND ASSESSMENT, THEORETICAL LIMITS TEST, PARAMETER ANALYSIS AND SYSTEMS ANALYSIS, ARE PRESENTED. THESE FORECASTS ARE LIMITED BY UNPREDICTABLE INTERACTIONS, UNPRECEDENTED DEMANDS AND INADEQUATE DATA.

SUGGESTIONS AS TO HOW CORPORATIONS CAN ORGANIZE FOR TECHNOLOGICAL FORECASTING ARE ALSO INCLUDED. IT IS CONCLUDED THAT TECHNOLOGICAL FORECASTS CAN IMPROVE DECISIONS AND ARE A ASSET WHEN THEIR MARGIN OF CONTRIBUTION EXCEEDS THE COST OF THEIR PREPARATION.

C671 WALTER, E.S. WALLACE, V.L.
FURTHER ANALYSIS OF A COMPUTING CENTER ENVIRONMENT.'
COMMUNICATIONS OF THE ACM, VOL. 10, NO.5,MAY, 1967. 7P.
SELECTED, PROGRAM, JOBS, ANALYSIS

EMPIRICAL DISTRIBUTIONS OF PROGRAM LENGTHS, EXECUTION TIMES, PROCESSING TIMES, AND LOADING TIMES OF OVER 10,000 JOBS SERVICED IN A UNIVERSITY COMPUTING CENTER ENVIRONMENT ARE PRESENTED.

THE DATA ARE SUBDIVIDED ACCORDING TO CERTAIN CHARACTERISTICS OF USERS AND JOBS TO OBTAIN SELECTED EMPIRICAL CONDITIONAL DISTRIBUTIONS OF THOSE TIME PROPERTIES AS WELL AS STATISTICAL MEASURES OF OTHER INTERESTING PROPERTIES. THE RESULTS ARE INTERPRETED IN TERMS OF THE PROPERTIES OF THE SYSTEM STUDIED.

C672 BROMAGE, MARY C.
SENTENCES THAT MAKE SENSE.'
THE JOURNAL OF ACCOUNTANCY, VOL.123, NO.5, MAY, 1967. 5P.
DOCUMENTATION REPORTS WRITING

IN AN ERA WHEN FAST, DIRECT COMMUNICATION OF IDEALS IS VITAL, IT IS ANOMALOUS TO DISCOVER THAT COMMUNICATIONS AMONG PROFESSIONALS ARE OFTEN IMPEDED BY UNCLEAR WRITING. THIS IS WHAT THE AUTHORS TEN YEAR STUDY OF DOCUMENTS CIRCULATED BY CORPORATE MANAGEMENT BROUGHT TO LIGHT AND WHAT PROMPTED HER TO EXPLAIN HOW THESE COMMUNICATIONS GO WRONG.

C673 TUCKER, MICHAEL F. CLINE, VICTOR B. SCHMITT, JAMES R.
PREDICTION OF CREATIVITY FROM BIOGRAPHICAL INFORMATION
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 2,
APRIL, 1967, 8PAGES
SUPERVISORS, INFORMATION, ADMINISTERED

A 160-ITEM BIOGRAPHICAL INVENTORY, BI, WAS ADMINIS-' TERED TO 157 PHARMACEUTICAL SCIENTISTS WHO WERE RANDOMLY ASSIGNED TO 2 GROUPS OF 79 AND 78 SUBJECTS EACH. EACH ALTERNATIVE FROM EACH ITEM IN THE BI WAS CORRELATED WITH 19 CRITERION MEASURES OBTAINED ON EACH OF THE SCIENTISTS. THESE PRIMARILY INVOLVED RATINGS OF CREATIVITY, QUANTITY OF WORK PRODUCED, SKILL WITH PEOPLE, ETC., OBTAINED FROM SUPERVISORS, PEERS, AND SUBORDINATES. THERE EXISTED REMARKABLY LITTLE RELATIONSHIP BETWEEN SUPERVISORY RATINGS AND PEER RATINGS OF THE SCIENTISTS ON MOST VARIABLES. USING A DOUBLE CROSS-VALIDATION DESIGN, BI PREDICTOR KEYS WERE DEVELOPED FOR EACH OF THE CRITERION RATINGS AND APPLIED

ACROSS TO THE NEW INDEPENDENT SAMPLE. SIGNIFICANT CROSS VALIDITIES WERE OBTAINED, NOTABLY IN CREATIVITY PREDICTION.

C674 PORTER, LYMAN W. MITCHELL, VANCE F.
STUDY OF NEED SATISFACTIONS IN MILITARY + BUSINESS HIERARCHIES
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 2, APRIL, 1967, 6PAGES
SATISFACTION, PERSONNEL, QUESTIONNAIRE

703 COMMISSIONED OFFICERS AND 594 NONCOMMISSIONED PERSONNEL SERVING IN AN OVERSEAS AIR FORCE COMMAND COMPLETED A QUESTIONNAIRE MEASURING NEED FULFILLMENT AND SATISFACTION. RESULTS FOR 3 LEVELS OF THE COMMISSIONED OFFICERS WERE COMPARED TO PREVIOUS RESULTS FOR ANALOGOUS LEVELS OF CIVILIAN MANAGERS. THE FINDINGS SHOWED THAT THE MILITARY OFFICERS WERE LESS FULFILLED AND LESS SATISFIED THAN THEIR CIVILIAN COUNTERPARTS. HOWEVER, FULFILLMENT AND SATISFACTION INCREASED IN RELATION TO MILITARY RANK IN THE SAME WAY AS FOR CIVILIAN MANAGERS. WHEN COMMISSIONED OFFICERS WERE COMPARED WITH NONCOMMISSIONED OFFICERS, HIGHER NCOS REPORTED MORE FULFILLMENT BUT LESS SATISFACTION THAN LOWER-RANKING COMMISSIONED OFFICERS.

C675 KLEIN, STUART M. MAHER, JOHN R. DUNNINGTON
ANONYMOUS SUBJECTS RESPONDING TO AN INDUSTRIAL OPINION SURVEY
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 2, APRIL, 1967, 9PAGES
TESTING ATTITUDE

A COMPARISON OF ATTITUDE SURVEY RESPONSES BETWEEN IDENTIFIED AND NONIDENTIFIED MANUFACTURING EMPLOYEES WAS MADE UNDER 2 CONDITIONS OF IDENTIFICATION. 1 INVOLVED A FACE-TO-FACE DESIGNATION BY THE RESPONDEES MANAGER AS TO WHICH GROUP HE WAS TO BE IN, HIGH THREAT, AND THE OTHER INVOLVED A RANDOM ALLOCATION AS THE RESPONDEE ENTERED THE TESTING ROOM, LOW THREAT. ALL SUBJECTS WERE ASSURED CONFIDENTIALITY OF THEIR RESPONSES, AND THE NONIDENTIFIED RESPONDEES WERE ASSURED ANONYMITY. A POSITIVE DISTORTION IN RESPONSES TOOK PLACE UNDER BOTH IDENTIFIED CONDITIONS, BUT SIGNIFICANTLY MORE UNDER HIGH THREAT. MOREOVER, THE ITEMS THEMSELVES PRODUCED VARIABLE DISTORTION. ITEMS DEALING WITH SALARY AND WITH RATINGS OF TOP MANAGEMENT PRODUCED CONSISTENT POSITIVE DISTORTIONS.

C676 RUSH, HAROLD M.F.
BEHAVIORAL SCIENTIST CANDID CONVERSATION WITH CHRIS ARGYRIS THE CONFERENCE BOARD RECORD VOL. 4, 5 MAY, 1967. 6P.
TRAINING, PERSONNEL, EDUCATION

THIS REPORT PRESENTS A CLOSE-UP OF ONE OF THE MORE PROMINENT PROPONENTS OF BEHAVIORAL SCIENCE IN INDUSTRY, CHRIS ARGYRIS, AND GIVES HIS CANDID APPRAISAL OF ITS PRESENT STATUS.

WHAT THE BEHAVIORAL SCIENTIST DOES IS TAKE A GOOD LOOK AT WHAT ARGYRIS LIKES TO CALL THE -LIVING SYSTEM,- THE WAY PEOPLE ACTUALLY BEHAVE TOWARDS ONE ANOTHER, THE WAY THEY ACTUALLY DEAL WITH ONE ANOTHER. ARGYRIS DISCUSSES THE CHANGING ROLE OF MANAGEMENT PRACTICE AS A RESULT OF BEHAVIORAL RESEARCH. HE ALSO DISCUSSES THOUGH-MINDED MANAGEMENT AND WHY THE BEHAVIORAL SCIENCES HAVE BEEN RESISTED. IN CLOSING, ARGYRIS FEELS THAT THE PERSONNEL MAN WILL NEED SOME KIND OF NEW TRAINING FOR THE FUTURE. PERHAPS A WHOLE NEW EDUCATION IS REQUIRED FOR MANY PERSONNEL MEN. WHAT IS NEEDED MORE THAN ACADEMIC STUDY IS A RE-ORIENTATION ON THEIR PART.

C677 PALLETT, JAMES E. HOYT, DONALD P.
EMPIRICAL APPROACH TO GENERAL-BUSINESS CRITERION SPECIFICATION
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 2, APRIL, 1967, 6PAGES
SUPERVISORY, SELECTION, RECRUITMENT, MULTIPLE-REGRESSION, JOB, ANALYSES, TRAINING

THE INVESTIGATION SOUGHT TO DISCOVER SPECIFIC BEHAVIORAL CHARACTERISTICS RELATED TO JUDGEMENTS OF SUCCESS IN GENERAL BUSINESS ACTIVITIES. SUPERVISORY RATINGS OF 23 SPECIFIC CHARACTERISTICS AND OF 2 OVERALL MEASURES OF SUCCESS WERE OBTAINED FOR 230 UNIV. OF IOWA GRADUATES EMPLOYED IN NONSPECIALIZED ASPECTS OF BUSINESS. ALL SUBJECTS HAD BEEN OUT OF COLLEGE FOR 5-10 YR. MULTIPLE-REGRESSION ANALYSES SHOWED THAT 13 OF THESE RATINGS WERE SUFFICIENT TO ACCOUNT FOR THE ENTIRE SET OF VARIANCES AND COVARIANCES, 8 OF THESE 13 RATINGS MADE INDEPENDENT CONTRIBUTIONS TO THE PREDICTION OF OVERALL RATINGS AND WERE THUS CONSIDERED TO BE ELEMENTS OF SUCCESS IN GENERAL BUSINESS. IMPLICATIONS WERE DRAWN FOR JOB RECRUITMENT, SELECTION, GUIDANCE, AND TRAINING.

C678 ORCUTT, ROBERT C.
EFFECTS OF APTITUDE-SCORE ADJUSTMENTS BY AGE CURVES
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 2, APRIL, 1967, 6PAGES
SELECTED, JOB, ANALYSIS

THIS STUDY WAS CONDUCTED BY THE U.S. EMPLOYMENT SERVICE TO DETERMINE THE RELATIVE VALIDITY OF UNADJUSTED AND AGE-ADJUSTED GATB APTITUDE SCORES FOR PREDICTING OCCUPATIONAL SUCCESS. 11 LONGITUDINAL OCCUPATIONAL VALIDATION STUDIES, CONDUCTED ON SAMPLES VARYING IN SIZE FROM 56 TO 124 CASES, WERE SELECTED FOR THE ANALYSIS. FOR EACH SAMPLE THE VALIDITIES OF UNADJUSTED AND AGE-ADJUSTED APTITUDE SCORES FOR PREDICTING OCCUPATIONAL SUCCESS WERE COMPARED FOR THE 9 GATB APTITUDE MEASURES. DIFFERENCES BETWEEN VALIDITIES TENDED TO BE SMALL.

C679 TORGERSEN, P.E. HAYES, H.E. ABRUZZI, ADAM
INTRODUCING QUEUING.'
JOURNAL OF INDUSTRIAL ENGINEERING VOL. 18 NO. 5 MAY 1967 6P.
DECISION, ADMINISTERED

THIS ARTICLE DESCRIBES A SIMULATION EXERCISE -GAME- FOR USE AS A TEACHING AID TO INTRODUCE THE CONCEPT OF A QUEUEING SYSTEM. THE EXERCISE UTILIZES BOTH THE PARTICIPATION AND COMPETITION FEATURES OF A MANAGEMENT GAME BUT DOES NOT PERMIT SEQUENTIAL DECISION-MAKING, SINCE EACH PARTICIPANT CAN MAKE AND OBSERVE THE EFFECTS OF ONLY ONE DECISION. NEVERTHELESS, THE GAME CAN BE EASILY LEARNED, CAN BE EASILY ADMINISTERED WITHOUT EXPENSIVE EQUIPMENT OR EXTENSIVE PREPARATION, AND IT CAN BE PLAYED IN THE CLASSROOM OR INDIVIDUALLY. THE QUEUEING GAME DESCRIBED IS SIMPLE BUT INSTRUCTIVE.

C680 HINRICHS, JOHN R. MISCHKIND, LOUIS A.
LIMITATIONS OF THE TWO-FACTOR HYPOTHESIS OF JOB SATISFACTION
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 2, APRIL, 1967, 10PAGES
SATISFACTION JOB EMPIRICAL THEORETICAL

THE SALIENT REASONS FOR CURRENT JOB SATISFACTION WERE COMPARED FOR HIGH- AND LOW-SATISFACTION RESPONDENTS, 613 TECHNICIANS, IN THE FRAMEWORK OF HERZBERGS 2-FACTOR HYPOTHESIS. AN ALTERNATE NOTION STATED THAT -MOTIVATORS- ARE THE PRIME INFLUENCERS OF SATISFACTION WHILE -HYGIENE- FACTORS ACT TO LIMIT COMPLETE SATISFACTION FOR HIGHS AND COMPLETE DISSATISFACTION FOR LOWS. THE DATA, WHILE STRICTLY SUPPORTING NEITHER FORMULATION, WERE MORE ADEQUATELY COORDINATED WITH THE ALTERNATE CONCEPTION. THE MOUNTING BODY OF CONTRADICTORY RESULTS AND THE INABILITY OF THE 2-FACTOR THEORY TO HANDLE DEVIANT CASES CALLS FOR A FRESH LOOK AT THE SATISFIERS/DISSATISFIERS CONCEPT. A NEW CONSTRUCT IS OFFERED IN TERMS OF ROTTERS SOCIAL LEARNING THEORY.

C681 BUTTIGLIERI, MATTHEW M. GUENETTE, MARIE
DRIVING RECORD OF NEUROPSYCHIATRIC PATIENTS.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 2, APRIL, 1967, 5PAGES
HOSPITAL, ADMINISTRATION

THE DRIVING RECORDS WERE OBTAINED FROM THE CALIF. DEPT. OF MOTOR VEHICLES FOR ALL PATIENTS ADMITTED TO THE NEUROPSYCHIATRIC WARDS OF THE SEPULVEDA, CALIF., VETERANS ADMINISTRATION HOSPITAL WITH ACTIVE DRIVERS LICENSES IN THEIR POSSESSION. THE 165-PATIENT SAMPLE HAD ACCIDENT AND VIOLATION RECORDS WHICH DID NOT DIFFER SIGNIFICANTLY FROM THE CALIF. MALE DRIVING POPULATION. 80% OF THE SAMPLE HAD NO ACCIDENTS AND MORE THAN TWO-THIRDS OF THE SAMPLE HAD NO MORE THAN 1 DRIVING VIOLATION DURING THE 3YR. PRECEDING HOSPITALIZATION. THERE WAS NO CLEAR-CUT DIFFERENCE IN NEGLIGENT-OPERATOR POINT COUNT BETWEEN THE PATIENT GROUP AND THE CALIF. MALE DRIVING POPULATION EXCEPT AT THE HIGH END OF THE POINT-COUNT DISTRIBUTION FOR A VERY SMALL PROPORTION OF PATIENTS.

C682 GREENWOOD, JOHN M. MC NAMARA, WALTER J.
INTERRATER RELIABILITY IN SITUATIONAL TESTS.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 2, APRIL, 1967, 6PAGES
TESTS, EVALUATORS

THIS STUDY WAS CONDUCTED TO DETERMINE THE DEGREE OF INTERRATER RELIABILITY IN SITUATIONAL TESTS AND TO DETERMINE THE RELATIVE EFFECTIVENESS OF PROFESSIONAL AND NONPROFESSIONAL EVALUATORS IN THIS TYPE OF SITUATION. THE RESULTS INDICATE THAT THE RELIABILITY OF OBSERVER RATINGS AND RANKINGS ARE REASONABLY HIGH IN SEVERAL DIFFERENT SITUATIONAL TESTS. OF PARTICULAR SIGNIFICANCE IS THE FINDING THAT ADEQUATE RELIABILITY CAN BE OBTAINED FROM THE USE OF NONPROFESSIONAL EVALUATORS IN BUSINESS-ORIENTED SITUATIONAL TESTS.

C683 FARLEY, JOHN U. SMITH, ROBERT L.
CHOICE + SALES MESSAGE EFFECT ON CUSTOMER-SALESMAN INTERACTION
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 2, APRIL, 1967, 4PAGES
MAKING, EVALUATION

A GROUP OF 87 FEMALE SUBJECTS WERE PRESENTED ALTERNATIVE SALES MESSAGES FOR A ROLL-UP YARDSTICK. 1 PRESENTATION STRESSED PRODUCT ATTRIBUTES AND THE OTHER STRESSED A COMPLIMENTARY PERSONAL DISCUSSION OF HOW THE PRODUCT IS CONSISTENT WITH SUBJECTS ROLE IN LIFE. EACH SUBJECT PROVIDED SCALED EVALUATIONS OF THE PRODUCT AND THE SALESMAN AFTER MAKING HER CHOICE BETWEEN THE PRODUCT AND A SUM OF MONEY. SIGNIFICANT AND POSITIVE DIFFERENTIAL EVALUATION OF BOTH PRODUCT AND SALESMAN WERE FOUND FOR SUBJECTS WHO CHOSE THE PRODUCT RATHER THAN MONEY AND THOSE WHO RECEIVED THE PRESENTATION STRESSING PRODUCT ATTRIBUTES. EVALUATION-RESPONSE AND EVALUATION-PRESENTATION INTERACTIONS WERE ALSO SIGNIFICANT, ALTHOUGH SALES RATES WERE APPROXIMATELY EQUAL FOR THE 2 SALES MESSAGES.

C684 GORDON, LEONARD V.
CLINICAL PSYCHOMETRIC + WORK-SAMPLE APPROACHES TO PREDICTION
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 2, APRIL, 1967, 9PAGES
TRAINING TEST PEACE-CORPS

A STUDY TO DETERMINE WHETHER FAILURE TO BE SELECTED FOR OVERSEAS ASSIGNMENT COULD BE PREDICTED PRIOR TO PEACE CORPS TRAINING. 178 PEACE CORPS VOLUNTEERS, ASSIGNED TO 3 PROGRAMS, REPORTED PRIOR TO TRAINING FOR A FULL WEEK OF ASSESSMENT, WHICH INCLUDED INDIVIDUAL SITUATIONAL TESTS, PAPER-AND-PENCIL PERSONALITY TESTS, PROJECTIVE TESTS, AND WORK-SAMPLE LANGUAGE TRAINING. PREDICTIONS OF NONSELECTION WERE MADE BY CLINICAL METHODS, FROM LANGUAGE SCORES ALONE, FROM A COMBINATION OF PAPER-AND-PENCIL PERSONALITY TEST SCORES ALONE, AND BY ASSESSMENT BASED ON THESE LAST 2 SETS OF SCORES. ALL 4 SETS OF PREDICTIONS HAD SIGNIFICANT VALIDITY. HOWEVER, NO SIGNIFICANT DIFFERENCES OCCURRED AMONG METHODS, THE SIMPLEST AND CHEAPEST APPROACH BEING AS EFFECTIVE AS THE MOST COMPLEX AND COSTLY.

C685 LEE, HAK CHONG
THE ORGANIZATIONAL IMPACT OF COMPUTERS.'
MANAGEMENT SERVICES, VOL. 4, NO. 3, MAY-JUNE 1967 5P.
ORGANIZATIONAL, FORECASTS

THE INTRODUCTION OF ELECTRONIC DATA PROCESSING HAS BEEN ACCOMPANIED BY GLOOMY FORECASTS OF UNEMPLOYMENT AND THE ELIMINATIN OF MIDDLE MANAGEMENT. HAVE THESE PRECICTIONS BEEN BORNE OUT. NOT YET, THIS AUTHOR CONCLUDES AFTER SURVEYING THE RESEARCH TO DATE ON THE ORGANIZATIONAL IMPACT

OF COMPUTERS. THAT DOES NOT MEAN THEY NEVER WILL, HE WARNS, CALLING FOR CONTINUING STUDY OF EDPS IMPACT.

C686 GARGILLO, GRANVILLE R.
USE OF CPM IN SYSTEMS INSTALLATIONS.'
MANAGEMENT SERVICES, VOL. 4, NO. 3, MAY-JUNE 1967 9P.
PROGRAMS, PLANNING, CONTROLLING, ANALYSIS
SYSTEMS PROJECTS DO NOT HAVE ALL THE CHARACTERISTICS POSSESSED BY THE PROGRAMS TO WHICH THE CRITICAL PATH METHOD AND OTHER NETWORK ANALYSIS TECHNIQUES HAVE TRADITIONALLY BEEN APPLIED. NEVERTHELESS, THIS AUTHOR ASSERTS, CPM CAN BE USEFUL IN PLANNING, SCHEDULING, AND CONTROLLING SYSTEMS INSTALLATIONS. HE DEMONSTRATES HIS THEORY BY PRESENTING A CASE STUDY OF A COMPUTER INSTALLATION TO ILLUSTRATE THE METHOD AND SUGGEST A BROADER SET OF CRITERIA FOR DETERMINING THE SUITABILITY OF NETWORK ANALYSIS.

C687 KAIMAN, RICHARD A.
SEVEN GENERAL GUIDING PRINCIPLES OF DATA PROCESSING.'
MANAGEMENT SERVICES, VOL. 4, NO. 3, MAY-JUNE 1967 1P.
INFORMATION, EVALUATION
THE DESIGN OF AN INFORMATION SYSTEM IS A COMPLEX TASK. ALL THIS OVERAGE OF COMPLEXITIES, HOWEVER, IS BASED ON AMPLIFICATION OF A FEW GENERAL PRINCIPLES. THIS AUTHOR HAS SET DOWN THESE PRINCIPLES IN CHECK LIST FORM FOR READY REFERENCE IN THE DESIGN OR EVALUATION OF A DATA PROCESSING SYSTEM.

C688 FEIN, MITCHELL
A RATIONAL BASIS FOR NORMAL IN WORK MEASUREMENT.'
THE JOURNAL OF INDUSTRIAL ENGINEERING, VOL. 18, NO. 6, JUNE 1967, 6P.
JOB DESCRIPTION APPRAISAL
THE DEFINITION OF NORMAL IS CRITICAL TO THE PROCESS OF WORK MEASUREMENT AND THE ESTABLISHMENT OF TIME STANDARDS. THIS ARTICLE DISCUSSES PREVAILING CONCEPTS OF NORMAL AND SUGGESTS AND APPROACH THAT MEETS MEASUREMENT CRITERIA. INCLUDED IN THE DISCUSSION ARE THE ROLE THE ENGINEER SHOULD PERFORM AND THE ROLE THAT MANAGEMENT, OR MANAGEMENT AND LABOR, SHOULD PERFORM.

C689 FOX, P. D. KRIEBEL, C. H.
AN EMPIRICAL STUDY OF SCHEDULING DECISION BEHAVIOR.'
THE JOURNAL OF INDUSTRIAL ENGINEERING. VOL. 18, NO. 6, JUNE 1967 7P.
RULE, PROGRAMMED, OPTIMAL, DECISION
THERE IS A DISCUSSION OF SCHEDULE SEQUENCING AND DEVELOPMENT OF A MODEL WHICH DESCRIBES CERTAIN ASPECTS OF THE DECISION-MAKING BEHAVIOR OF A MANAGER IN A NEW ENGLAND MANUFACTURING FIRM. THE PRODUCTION SCHEDULING RECURS DAILY AND CAN BE PROGRAMMED IN THE FORM OF A DECISION RULE. THE MODEL PROVIDES A MECHANISM FOR INTERPRETING THE MANAGERS BEHAVIOR WITH REASONABLE ACCURACY. SCHEDULING DECISION PERFORANCE IS DISCUSSED IN TERMS OF OPTIMAL AND CONSISTENT BEHAVIOR UNDER THE DECISION RULE.

C690 WHITEHURST, CLINTON H., JR.
ADMINISTRATION AND TECHNICAL COMPETENCE.'
THE JOURNAL OF INDUSTRIAL ENGINEERING, VOL. 18, NO. 6, JUNE 1967, 5P.
EDUCATION, ADMINISTRATION
THIS ARTICLE DISCUSSES THE PAST AND PRESENT FORMAL UNDERGRADUATE EDUCATION OF INDUSTRIAL MANAGERS AND SUGGESTS SOME POSSIBILITIES FOR THE FUTURE. THE NEED FOR BOTH ADMINISTRATIVE QUALITIES AND TECHNICAL COMPETENCE IS POINTED OUT.

C691 BRIGGS, JOHN M.
THE PSYCHOLOGY OF SUCCESSFUL PERSUASION.'
THE JOURNAL OF THE AMERICAN SOCIETY OF CHARTERED LIFE UNDERWRITERS, VOL. 21, NO. 2, APRIL 1967, 16P.
INTERPERSONAL COMMUNICATION
PERSUASION AND COMMUNICATION ARE POPULAR TOPICS TODAY. THIS ARTICLE DISCUSSES THE INTERRELATIONSHIPS BETWEEN PERSUASION AND COMMUNCATION AND THEIR CRITICAL SIGNIFICANCE TO HUMAN RELATIONSHIPS. MOST OF THE PRINCIPLES AND TECHNIQUES DISCUSSED IN THE ARTICLE ARE APPLICABLE TO ALL TYPES OF BUSINESS RELATIONSHIPS. THE ARTICLE FIRST DISCUSSES THE ESSENTIAL ASPECTS OF INTERPERSONAL COMMUNICATION AND THEN RELATES THIS DIRECTLY TO A DISCUSSION OF THE ASPECTS OF THE PROCESS OF PERSUASION. THE SECOND PART OF THE ARTICLE WILL APPEAR IN THE NEXT ISSUE OF THE JOURNAL.

C692 ENIS, BEN M.
AN ANALYTICAL APPROACH TO THE CONCEPT OF IMAGE.'
CALIFORNIA MANAGEMENT REVIEW VOL. 9, NO. 4, SUMME 1967, 7P
SELF-CONCEPT
THIS ARTICLE PRESENTS AN ANALYTICAL APPROACH TO THE STUDY OF IMAGES. THE MODEL EMPLOYED IS A THREE-DIMENSIONAL GRAPHIC OF ONE INDIVIDUALS IMAGE SET, WHICH REPRESENTS THE KNOWLEDGE POSSESSED BY THAT INDIVIDUAL. THE DIMENSIONS OF THE MODEL ARE THREE PAIRS OF OPPOSITE ENTITY CHARACTERISTICS WHICH BLEND TO GENERATE AN IMAGE IN THE INDIVIDUALS MIND. THE POSITION OF THE IMAGE OF A GIVEN ENTITY CAN BE LOCATED IN THE SET BY MEASURING THE RELATIVE PROPORTIONS OF EACH MEMBER OF THE PAIRS OF OPPOSING ENTITY CHARACTERISTICS. THESE ENTITY CHARACTERISTICS ARE TANGIBILITY-INTANGIBILITY, SIGNIFICANCE-INSIGNIFICANCE, AND CONSONANCE-DISSONANCE WITH THE INDIVIDUALS SELF-IMAGE, SINCE THESE ARE IMAGE CHARACTERISTICS OF ANY ENTITY, THEY CAN BE APPLIED TO THE STUDY OF ALL IMAGES.

C693 ALBAUM, GERALD
INFORMATION FLOW AND DECENTRALIZED DECISION MAKING IN MARKETING
CALIFORNIA MANAGEMENT REVIEW VOL. 9, NO. 4, SUMMER 1967 11P.
PLANNED, ORGANIZATION, MAKING, INFORMATION, DECISION
A MAJOR INFORMATIONAL PROBLEM FACES MANY BUSINESS FIRMS TODAY, PARTICULARLY THOSE FIRMS THAT HAVE DECENTRALIZED THEIR OPERATIONS AND DECISION MAKING. THIS ARTICLE DISCUSSES THE EFFECTIVE INTEGRATION OF MARKETING INFORMATION INTO MARKETING STRATEGY. A MODEL IS PRESENTED WHICH IMPLIMENTS THIS INTEGRATION.
THE DIFFERENT TYPES OF MARKETING INFORMATIN, PLANNED AND UNSOLICITED, ARE CONSIDERED. THE MODEL PRESENTED IN THIS ARTICLE HAS VALUE AS A CONCEPTUAL FOUNDATION UPON WHICH A COMPANY CAN STRUCTURE ITS OWN SYSTEM.
ORGANIZATION CHARTS ILLUSTRATE THE INFORMATION FLOW DISCUSSED IN THE ARTICLE.

C694 HERSHEY, ROBERT L.
PROBLEMS OF MANAGING INDUSTRIAL RESEARCH.'
CALIFORNIA MANAGEMENT REVIEW VOL. 9, NO. 4, SUMMER 1967 6P.
PLANNING, OPTIMAL
IN THIS ARTICLE MR. HERSHEY, RECENTLY RETIRED VICE PRESIDENT OF E.I. DUPONT DE NEMOURS AND COMPANY, IS INTERVIEWED BY PROFESSOR C. WEST CHURCHMAN AND DR. CARLOS E. KRUYTBOSCH ABOUT PROBLEMS ASSOCIATED WITH RESEARCH AND DEVELOPMENT ACTIVITIES. THE INTERVIEW REVOLVES AROUND SUCH PROBLEMS AS - WHAT KIND OF RESEARCH ENVIRONMENT IS OPTIMAL IN INDUSTRY. WHAT ARE THE TASKS OF THE RESEARCH MANAGER. SHOULD RESEARCH AND DEVELOPMENT PLANNING BE PRIMARILY GEARED TO LONGRANGE NET PROFIT. IF UNIVERSITY GRADUATES PERCEPTIONS OF RESEARCH AND DEVELOPMENT IN PRIVATE INDUSTRY ARE NEGATIVE, WHAT ARE THE REASONS. THESE QUESTIONS AND OTHERS ARE ANSWERED IN THIS INTERVIEW.

C695 RICHMAN, BARRY
THE SOVIET EDUCATIONAL AND RESEARCH REVOLUTION
CALIFORNIA MANAGEMENT REVIEW VOL.1X, 4, SUMMER, 1967, 12P.
INFORMATION EDUCATION ANALYSIS MANAGEMENT
THIS ARTICLE DISCUSSES THE EMERGING EDUCATIONAL AND RESEARCH REVOLUTION IN THE SOVIET UNION WHICH HAS DEFINATE IMPLICATIONS FOR INDUSTRIAL MANAGEMENT IN THAT COUNTRY. THE RECENT TREND HAS BEEN TOWARD LIBERALIZATION AND BROADENING OF SOVIET HIGHER EDUCATION AND RESEARCH ACTIVITY. A NEED FOR EXPOSURE TO DISCIPLINES OUTSIDE THE FIELD OF SPECIALIZATION IS RECOGNIZED, ALONG WITH THE NEED TO INCREASE TIES AND EXCHANGE INFORMATION BETWEEN DISCIPLINES. THERE HAS BEEN GROWTH RECENTLY IN THE BEHAVIORAL SCIENCES.
ECONOMIC EDUCATION MUST EMPHASIZE QUANTITATIVE METHODS AND ECONOMIC ANALYSIS. MANAGEMENT THEORY REQUIRES SCHOOLS TO EXPAND.
CURRENTLY THE SOVIET UNION RECOGNIZES THE NEED FOR AN INTERDISCIPLINARY APPROACH TO THE DEVELOPMENT OF MANAGEMENT THEORY. THEY WILL ALSO LOOK TO THE WEST FOR METHODS TO FOLLOW TO STAY IN THE ECONOMIC RACE.

C696 KANTER, JEROME
THE UBIQUITOUS DATA BASE CONCEPT.'
DATA PROCESSING VOL.9, 5, MAY, 1967, 4P.
INFORMATION, ANALYSIS
AN ANALYSIS OF THE DATA BASE CONCEPT, WHICH WHILE SEEMING A LOGICAL APPROACH TO THE PAPER WORK EXPLOSION WHICH HAS HIT MANY BUSINESSES, CARRIES WITHIN IT A PARADOX. THE PARADOX IS THAT THE APPARENT LOGIC OF SUCH A CONCEPT LULLS MANAGEMENT INTO OVERLOOKING SOME IMPORTANT CONSIDERATIONS IN ADOPTING THE DATA BASE SYSTEM.
THE CUSTOMER INFORMATION FILE IS DISCUSSED IN REGARD TO CONTENT, TIME AND FILE MEDIUM DIMENSIONS WHICH ARE OFTEN OVERLOOKED CONSIDERATIONS. THESE PROBLEMS DO NOT PRESENT INSURMOUNTABLE ROADBLOCKS BUT RATHER ARE BROUGHT OUT BY THE USE OF THE DATA BASE CONCEPT.

C697 CLAUTICE, GEORGE M.
A NEW SOURCE OF PROGRAMMERS THE VISUALLY HANDICAPPED
DATA PROCESSING VOL.9, 5, MAY, 1967, 6P.
TRAINING, RECRUIT, PROGRAMMER, PERSONNEL, HANDICAPPED
ONE OF THE BIG PROBLEMS IN DATA PROCESSING IS THAT OF RECRUITING, TRAINING, AND KEEPING SKILLED PROGRAMMERS. WITH THE INCREASED USE OF COMPUTERS, AND THE LACK OF READILY AVAILABLE PERSONNEL, THE PROBLEM BECOMES HUGE. ONE COMPANY HAS HAD A MARKED SUCCESS IN SOLVING THIS PROBLEM BY HIRING THE VISUALLY HANDICAPPED. AT A TIME WHEN PERSONNEL RECRUITER ARE TRYING ALMOST EVERYTHING IN AN EFFORT TO RECRUIT MORE PROGRAMMERS AND SYSTEMS PEOPLE, IT MIGHT BE WELL TO INVESTIGATE HOW ONE MAN IS SUCCEEDING.
ECONOMIC RETURNS RESULTING FROM HIRING THE HANDICAPPED INCLUDE GOOD STAFF, LOW TURNOVER, HIGH INTEREST, TOP MOTIVATION AND REDUCED TAXES.

C698 GRANT, C.B.S.
DO PRIVATE DATA PROCESSING SCHOOLS NEED REGULATION.'
DATA PROCESSING VOL. 9, NO. 5, MAY 1967, 2P.
TRAINING, SELECT, PERSONNEL, INFORMATION, EDUCATION
WITH THE DEMAND FOR EDUCATION AND DATA PROCESSING PERSONNEL GROWING AT A GEOMETRIC RATE, WHAT IS TO BE DONE TO PROVIDE THE PROSPECTIVE STUDENT WITH A MEANINGFUL AND HONEST EDUCATION. THIS ARTICLE DISCUSSES THIS QUESTION IN VIEW OF DATA PROCESSING SCHOOLS AND THE NEED FOR THEYRE REGULATION.
SOME PRIVATE SCHOOLS CHARGE -TOO MUCH- FOR A COURSE, PROVIDE UNQUALIFIED INSTRUCTORS, AND OBSOLETE EQUIPMENT. THUS THEIR VALUE CAN BE RIGHTFULLY QUESTIONED. YET IT MUST BE REALIZED THAT EVEN THESE UNACCREDITED SCHOOLS ARE NOT TOTALLY WORTHLESS BECAUSE THEY MIGHT PROVIDE THE MOTIVATION FOR AN INDIVIDUAL TO OBTAIN FURTHER TRAINING.
THE ARTICLE CONCLUDES THAT THE PROPER ROLE OF THE PROFESSIONAL SOCIETIES SHOULD BE TO EXPOSE ABUSES AND PROVIDE INFORMATION, BUT THE STUDENT THEN SHOULD BE LEFT ALONE TO SELECT THE COURSES THAT HE FEELS WILL FIT HIS NEEDS.

C699 BECKHARD, RICHARD
THE CONFRONTATION MEETING.'
HARVARD BUSINESS REVIEW VOL. 45, NO. 2, MARCH-APRIL 1967 7P.
PLANNING, ORGANIZATION, INFORMATION
IN THE PERIODS OF STRESS FOLLOWING MAJOR ORGANIZATIONAL CHANGES, A QUICK, EFFICIENT MEANS OF SENSING THE STATE OF THE ORGANIZATIONS ATTITUDES AND FEELINGS IS REQUIRED. THIS ARTICLE PRESENTS THE CONFRONTATION MEETING AS A SOLUTION TO THIS PROBLEM. THREE CASE STUDIES ARE DESCRIBED, ILLUSTRATING THE USE OF THE CONFRONTATION MEETING. THE BASIC COMPONENTS OF THIS TYPE OF MEETING ARE CLIMATE SETTING, INFORMATION COLLECTING, INFORMATION SHARING, PRIORITY SETTING, ORGANIZATION ACTION PLANNING, IMMEDIATE FOLLOW-UP BY A TOP MANAGEMENT COMMITTEE AND A PROGRESS REVIEW.

THE CONFRONTATION MEETING PROVIDES MANAGEMENT WITH AN ACCURATE READING ON THE ORGANIZATIONS HEALTH, INCREASED INVOLVEMENT IN THE GOALS, THE OPPORTUNITY FOR WORK UNITS TO SET PRIORITIES FOR IMPROVEMENT AND A MEANS TO MAKE ACTION DECISIONS BASED ON APPROPRIATE INFORMATION.

C700 NEUSCHEL, ROBERT P.
PHYSICAL DISTRIBUTION - FORGOTTEN FRONTIER.'
HARVARD BUSINESS REVIEW VOL. 45, 2, MARCH-APRIL, 1967, 10P.
PERSONNEL, INFORMATION, CONTROL

THIS ARTICLE OFFERS GUIDELINES TO PROFIT IMPORVEMENT THROUGH DIFFERING APPROACHES TO PHYSICAL DISTRIBUTION AS OBSERVED OF THE 26 COMPANY SAMPLE. THE SURVEY RATED THE COMPANIES ACCORDING TO THE USE OF MEANINGFUL AND TIMELY CONTROL INFORMATION, AGGRESSIVENESS AND COMPETENCE OF DISTRIBUTION PERSONNEL, AND AWARENESS AND CONCERN WITH DISTRIBUTION ECONOMICS ON THE PART OF TOP MANAGEMENT AND THE CAPACITY TO DEAL WITH THE OVERALL DISTRIBUTION PROBLEM. IT WAS FOUND THAT THESE FOUR FACTORS ARE INTERDEPENDENT AND A LOW RANKING IN ONE LIMITED THE RANKINGS OF THE OTHER FACTORS. FOUR PRINCIPAL GUIDELINES SUGGEST THE IMPORTANCE OF KNOWING YOUR COSTS, OF RRECOGNIZING AND UNDERSTANDING YOUR DISTRIBUTION PROFIT ECONOMICS, OF APPLYING THE RIGHT TECHNIQUES AND OF UPGRADING DISTRIBUTION SKILLS AND CAPACITY.

C701 KELAHAN, VIRGINIA
USING HOUSE ORGANS TO REACH A SPECIALIZED MARKET.'
ADVERTISING AND SALES PROMOTION VOL.15, 6, JUNE, 1967, 2P.
EDUCATORS, ADMINISTRATORS

THIS ARTICLE DISCUSSES HOW THE SCOTT, FORESMAN AND COMPANY TEXTBOOK PUBLISHERS DESIGNED A SERIES OF SERVICE BULLETINS TO PRODUCE AN ACTIVE RESPONSE FROM ITS CUSTOMERS. THE MAIN PURPOSE OF THE BULLETINS IS TO INCREASE THE SALE OF THEIR PUBLICATIONS AND MATERIALS, NOT BY HARD SELL, BUT RATHER BY BUILDING GOODWILL THROUGH SERVICE AND INTEREST THROUGH ARTICLES. THE BULLETINS SERVE THE BROADENING INTERESTS OF TEACHERS AND ADMINISTRATORS. EDUCATORS ARE THUS REPEATEDLY REMINDED THAT SCOTT, FORESMAN IS READY AND WILLING TO BE HELPFUL.

C702 SWANSON, EDITH
WHY DO YOUR OWN PRINTING.'
ADVERTISING AND SALES PROMOTION VOL.15, 6, JUNE, 1967, 2P.
JOBS, CONTROL, CODING, QUESTIONNAIRES

SCOTT, FORESMAN AND COMPANY, TEXTBOOKS PUBLISHERS, ILLUSTRATE IN PRACTICE THE USE OF IN-PLANT PRINTING RATHER THAN OUTSIDE PRINTING SERVICE USE. THE ADVANTAGES OF MAINTING A SMALL, YET ADEQUATE, PRINTING DEPARTMENT REST IN THE CONVIENCE OF IT. MOST OF THESE SMALL JOBS REQUIRE SAME-DAY SERVICE, USUALLY IMPOSSIBLE TO OBTAIN FROM OUTSIDE SOURCES. ALSO THERE IS A BETTER CONTROL OF THE CODING SYSTEM USED ON RETURN CARD QUESTIONNAIRES.

C703 KONIKOW, ROBERT B.
PROMOTION TO THE EDUCATIONAL MARKET.'
ADVERTISING AND SALES PROMOTION VOL.15, 6, JUNE, 1967, 4P.
ORGANIZATION, EDUCATIONAL

THIS ARTICLE IS THE INTRODUCTION TO A SPECIAL SERIES ON THE SCOTT, FORESMAN STORY. IT DISCUSSES THE UNIQUE PROBLEMS OF PROMOTION FOR THE PUBLISHER OF EDUCATIONAL MATERIALS, POINTING OUT THAT THE CONSUMER IS A NON-PROFIT ORGANIZATION USING TAX DOLLARS WHILE THE PRODUCER IS IN BUSINESS TO MAKE A PROFIT, AND THAT IT IS NOT DEFINITE WHO ACTUALLY DOES THE BUYING. LISTS OF APPROVAL ALSO ARE AN IMPORTANT CONSIDERA-' TION ON THE PART OF THE PUBLISHER.

DESPITE THESE DIFFICULTIES, THE TEXTBOOKS INDUSTRY IS A PROFITABLE INDUSTRY AND A CLOSE LOOK AT SCOTT, FORESMAN AND COMPANY ILLUSTRATE THE EFFECTIVE USE OF PROMOTION IN THIS UNIQUE SITUATION. EMPHASIS MUST BE AWAY FROM THE HARD SELL AND MUST TEND TOWARD HELPING AND SERVING THE BUYER. THE BASIC MEDIA USED IS ADVERTISING IN THE PROFESSIONAL JOURNALS AND DIRECT MAIL ALONG WITH EXHIBITS AT PROFESSIONAL MEETINGS

C704 ALLENBACH, BETTY
HOW THE -HERO URGE- HELPED AGENTS SELL.'
ADVERTISING AND SALES PROMOTION VOL.15, 6, JUNE, 1967, 3P.
PSYCHOLOGY, PROGRAM, PLAN

THIS ARTICLE REPORTS HOW STATE FARM USED PSYCHOLOGY IN A SALES CAMPAIGN THAT RECOGNIZED THE BIT OF JAMES BOND THAT LURKS IN EVERY MAN - INCLUDING INSURANCE AGENTS. THE 14--' MONTH SALES INCENTIVE PROGRAM WAS REVEALED IN A POCKET BOOK THRILLER AT SECRET AGENTS MEETINGS. THE PLAN IS WELL DEFINED AND FAR FROM FRIVILOUS AND INVITES EACH INSURANCE AGENT TO IDENTIFY WITH THE HERO. THUS FAR THE PROGRAM IS A TRUE SUCCESS.

C705 RIDAY, JOHN
SUMMER EMPLOYMENT.'
BANKING, VOL. LIX, NO. 12, JUNE, 1967, 4P.
TRAINING, RECRUITING, PERSONNEL

THIS ARTICLE DISCUSSES A RECENT SURVEY OF 302 BANK PERSONNEL WHICH REVEALS BANKS SUMMER HIRING POLICIES. A MAJORITY OF THE BANKS MAKE IT A PRACTICE TO HIRE SUMMER EMPLOYEES, OFTEN COLLEGE STUDENTS WHO CAN RETURN IN FOLLOW-' ING SUMMERS TO GET MOST BENEFIT FROM THE EXPENSE OF THE TRAINING PERIOD. OTHER BANKS FIND THEY HAVE LITTLE NEED FOR SUMMER EMPLOYEES. IN ANY CASE APPLICANTS ARE GENERALLY PLENTIFUL AND THERE IS LITTLE NEED FOR RECRUITMENT.

THE USE OF MANUALS AND TRAINING AIDS IS DISCUSSED, AS WELL AS COMMON PRE-TRAINING TECHNIQUES. EVEN IF THE POLICY TO HIRE SUMMER HELP DOES NOT RESULT IN DIRECT PERMANENT EMPLOYEES. THIS POLICY TENDS TO CREATE A FAVORABLE IMAGE WHICH AIDES IN CAMPUS RECRUITING FOR PERMANENT EMPLOYEES.

C706 GOODSTAT, PAUL B.
USASCII, WHATS IT ALL ABOUT.'
DATA PROCESSING VOL.9, 6, JUNE, 1967, 4P.
INFORMATION, CODE

THIS ARTICLE PRESENTS A SHORT HISTORY OF THE DEVELOPMENT OF THE USA STANDARD CODE FOR INFORMATION INTERCHANGE, WHICH WAS CREATED TO MEET THE NEED FOR A COMMON MACHINE LANGUAGE CODE. THE APPENDICES OF THE CODE LIST 20 ORIGINAL CRITERIA FOR A BASIS OF DEVELOPMENT. A NUMBER OF THE MAJOR CRITERIA ARE EXAMINED HERE.

BECAUSE OF ITS FAR-REACHING FUTURE IMPLICATIONS AND ITS EFFECT ON TODAYS EQUIPMENT AND SOFTWARE, THE USA STANDARD CODE FOR INFORMATION INTERCHANGE HAS STIRRED CONSIDERABLE INTEREST AND INEVITABLE CONTROVERSY. THIS IS AT IT SHOULD BE SINCE THE WIDEST POSSIBLE DISCUSSION AND REFLECTION ON ITS MERITS WILL ONLY SERVE TO MAKE THE END PRODUCT MORE ACCEPTABLE.

C707 HILLEGASS, JOHN R. MELICK,LOWELL F.
A SURVEY OF DATA COLLECTION SYSTEMS.'
DATA PROCESSING VOL.9, 6, JUNE, 1967, 6P.
SELECTED, PLANNING, ANALYSES

AUTOMATIC DATA COLLECTION EQUIPMENT, SELECTED AND APPLIED WITH CARE, CAN LEAD TO LOWER COSTS, FEWER ERRORS, AND SOUNDER DECISIONS. THIS SURVEY OF THE AVAILABLE EQUIPMENT AND GUIDELINES FOR APPLYING IT IS EXTRACTED FROM THE DETAILED ANALYSES IN AUERBACH DATA HANDLING REPORTS, AN ANALYTICAL REFERENCE GUIDE TO COMPUTER SUPPORT EQUIPMENT PUBLISHED BY AUERBACH INFO. INC., OF PHILADELPHIA. THIS ARTICLE SURVEYS THE CHARACTERISTICS AND CAPABILITIES OF THE TRANSMITTING AUTOMATIC DATA COLLECTION EQUIPMENT THAT IS COMMERCIALLY AVAILABLE IN THE U.S. TODAY. BACKGROUND INTRODUCTORY MATERIAL DISCUSSES WHY AUTOMATIC DATA COLLECTION AND THE DIFFERENCE TRANSMITTING AND NONTRANSMITTING SYSTEMS. IN PLANNING FOR AUTOMATIC DATA COLLECTION, DESIGNING THE SYSTEMS, THE NEED FOR RELIABILITY, AND INPUT OUTPUT FACTORS ARE PRESENTED. A COMPARISON CHART SHOWING TRANSMITTING DATA COLLECTION SYSTEMS IS INCLUDED.

C708 REYNOLDS, CARL H.
NOTES ON ESTIMATING AND OTHER SCIENCE FICTION.'
DATA PROCESSING VOL.9, 6, JUNE, 1967, 3P.
PROGRAM, PERSONNEL

SYSTEMS DEVELOPMENT CORPORATION PUBLISHED TWO REPORTS RECENTLY WHICH BEAR ON ONE OF THE MOST DIFFICULT ASPECTS OF PROGRAMMING, NAMELY, ESTIMATING THE COST TO PRODUCE A NEW PROGRAM. THE FIRST IS A HANDBOOK FOR MANAGEMENT FOR PROGRAMMING ESTIMATING, AND THE SECOND IS A LITTLE REPORT WHICH IS THE RESULT OF A SMALL STUDY TO ATTEMPT TO DETERMINE THE EFFECTIVENESS OF TIME SHARING COMPUTERS IN REDUCING PROGRAMMING TIME.

THE CONCLUSIONS DRAWN FROM THESE REPORTS REFLECT THAT ACCURATE ESTIMATES ON BRAND NEW MACHINES EVEN WITH EXPERIENCED PEOPLE CANNOT BE EXPECTED, THAT ACCURATE ESTIMATES ON ESTABLISHED METHODS REQUIRE EXPERIENCED PEOPLE AND THAT THE SINGLE BIGGEST VARIABLE IN ESTIMATING IS THE QUALITY OF THE PERSONNEL APPLIED TO IT.

C709 GRANT, C.B.S.
PRESIDENTS COMMITTEE RECOMMENDS COMPUTING FOR UNDERGRADUATES
DATA PROCESSING VOL.9,6, JUNE, 1967, 2P.
TRAINING, PROGRAM, EDUCATIONAL

THE FULL PRODUCTIVE USE OF COMPUTERS IN OUR ECONOMY WILL VERY MUCH DEPEND UPON STUDENT EXPOSURE TO EDUCATIONAL COMPUTING. THIS ARTICLE DISCUSSES SOME RECOMMENDATIONS THE PRESIDENTS SCIENCE ADVISORY COMMITTEE MADE CONCERNING THIS SUBJECT. IT IS GENERALLY AGREED THAT ALL COLLEGE STUDENTS NEED EDUCATIONAL COMPUTING SERVICES. A COST SHARING PROGRAM IS SUGGESTED WITH GRANTS FROMTHE FEDERAL GOVERNMENT.

TO TRAIN THE NEEDED FACULTY, THE COMMITTEE SUGGESTS USING THE NATIONAL SCIENCE FOUNDATIONS SUMMER INSTITUTES AS MODELS OF INTENSIVE TRAINING PERIODS. THE NEED FOR UNIVERSITIES TO REDUCE DUPLICATION OF FACILITIES AND INCREASE COOPERATIVE PROGRAMS IS EMPHASIZED TO CUT COSTS.

IN SUMMARY IT IS FOUND THAT THE COMMITTEES SUGGESTIONS ARE LAUDABLE, BUT MORE STUDY MUST BE MADE FIRST TO ASSURE THE MOST EFFICIENT EXECUTION OF A PROGRAM SUCH AS THIS.

C710 PETERSON, RUSSELL
NEW VENTURE MANAGEMENT IN A LARGE COMPANY.'
HARVARD BUSINESS REVIEW VOL.45, 3, MAY-JUNE, 1967, 9P.
ORGANIZATIONAL, JOB

THE DU PONT COMPANY HAS DEVISED AN APPROACH TO NEW PRODUCT DEVELOPMENT THAT PROMISES TO COMBINE THE ADVANTAGES OF SIZE WITH THE ENTREPRENEURIAL SPIRIT OFTEN FOUND IN SMALL COMPANIES. THIS ARTICLE PRESENTS THE MERITS OF THIS METHOD WHICH IS ESPECIALLY DESIGNED FOR LAUNCHING NEW PRODUCTS THAT FALL OUTSIDE THE INTERESTS OR CAPABILITIES OF THE REGULAR OPERATING DEPARTMENTS AND DIVISIONS OF A COMPANY.

THE MOST BASIC FEATURE OF THIS ORGANIZATIONAL CONCEPT IS THAT THE GROUP WHICH HANDLES A NEW VENTURE IS SET UP IN A TRULY ENTREPRENUERIAL MANNER. THE TOP PERSON HAS FULL AUTHORITY AND RESPONSIBILITY TO DO THE JOB, AND HAS FULLTIME PEOPLE ON HIS TEAM WHO POSSESS THE EXPERIENCE AND DISCIPLINES NEEDED TO MOVE THE VENTURE FROM THE LAB TO THE MARKET.

THIS APPROACH IS STILL UNDER EVAALUATION, BUT IT HAS ALREADY SHOWN IMPORTANT ADVANTAGES.

C711 CHAMPION, GEORGE
CREATIVE COMPETION.'
HARVARD BUSINESS REVIEW VOL.45, 3, MAY-JUNE, 1967, 7P.
EDUCATION, CONTROL

CORPORATE EXCURSIONS INTO URBAN RENEWAL, EDUCATION, RETAINING, POLLUTION CONTROL AND OTHER SOCIAL PROBLEM AREAS REPRESENT AN EXCITING NEW CONCEPT OF THE RELATION BETWEEN THE PUBLIC AND PRIVATE SECTORS OF OUR ECONOMY. THIS ARTICLE DESCRIBES PRIVATE COMPANIES PRESENT ACTIVITIES IN THESE AREAS OF SOCIAL NEED AND PRESENTS THE CASE FOR EVEN MORE -SOCIOCOMMERCIAL ENTERPRISE-.

THIS AMBITIOUS NEW ROLE OF PRIVATE BUSINESS IS BASED ON A BELIEF IN PRIVATE BUSINESS AND A NEED FOR CORPORATE HELP. A SUGGESTED LIST OF A LOGICAL SEQUENCE FOR ACTION IN THIS AREA IS PRESENTED FOR BUSINESS.

THE CONCLUSION INDICATES THAT BUSINESS MUST MOVE FROM THE DEFENSIVE TO THE OFFENSIVE AND BEGIN PUSHING THE BOUNDARY LINE BETWEEN THE PUBLIC AND PRIVATE SECTORS THE OTHER WAY. BOTH BUSINESS AND SOCIETY STAND TO GAIN.

C712 FREITAG, WILLIAM

A STATUS REPORT ON MEDICARE.'
THE JOURNAL OF ACCOUNTANCY, VOL.124, NO.1, JULY 1967, 10P.
RULES, MEDICARE, EDUCATION, ADMINISTRATION
WHAT ARE THE CPAS RESPONSIBILITIES IN AUDITING PROVIDERS COSTS FOR REIMBURSEMENT UNDER THE MEDICARE ACT. THE REGULATIONS AS SET UP BY THE DEPARTMENT OF HEALTH, EDUCATION AND WELFARE AND THE SOCIAL SECURITY ADMINISTRATION WILL POSE SOME STICKY PROBLEMS FOR THE ACCOUNTANT WHO HAS NOT HAD ACCESS TO ALL THE OFFICIAL RELEASES. THE CHAIRMAN OF THE AICPA COMMITTEE ON MEDICARE CAUTIONS CPAS TO KEEP ABREAST OF THESE RULES.

C713 WARREN, JOHN L.
WHAT CAN YOU LEARN FROM THE MAIL ORDER WRITER.'
ADVERTISING AND SALES PROMOTION VOL.15, 7,JULY, 1967, 2P.
TESTED, RULES
THE MAIL ORDER WRITER, WHOSE ADS MUST SHOW RESULTS, HAS DEVELOPED SOME PRACTICAL RULES WHICH HAVE FAR WIDER APPLICATIONS IN PROMOTION. THIS ARTICLE PRESENTS SOME OF THESE RULES WHICH PRODUCE REPLIES. THE COPY OF AN AD IS OF MOST IMPORTANCE. THE HEADLINE IS MOST SUCCESSFUL WHEN IT GETS RIGHT TO THE POINT AND RELATES THE CONSUMER BENEFITS THE PRODUCT HAS TO OFFER. PRODUCT FACTS MUST ALSO BE INCLUDED, AND LASTLY THE CONSUMER ACTION SHOULD BE CAREFULLY AND PRECISELY PRESENTED FOR EASE IN RESPONSE.
ARTWORK DEFINITELY HAS A PLACE IN ADS, BUT MUST NOT ONLY SUCCESSFULLY GET ATTENTION BUT ALSO RELATE TO THE PRODUCT. THE TESTED TECHNIQUES OF THE MAIL ORDER MAN WOULD PROVE EFFECTIVE IF APPLIED TO OTHER ADVERTISING.

C714 HOWARD, BERNARD
17 STEPS TO BETTER FILMS.'
ADVERTISING AND SALES PROMOTION VOL.15, 7, JULY, 1967, 4P.
PLANNED, JOB
IN THIS ARTICLE A VETERAN PRODUCER OF BUSINESS SPONSORED FILMS OUTLINES SOME IMPORTANT GUIDELINES TOWARDS IMPROVEMENT. SEVENTEEN SPECIFIC SUGGESTIONS ARE PRESENTED TO HELP MANAGERS START THEIR AUDIO-VISUAL PROJECT ON ITS WAY TO SUCCESS. IN-PLANT PHOTOGRAPHY DEPARTMENTS CAN DO THE JOB IF THEY ARE EXPERT AT TAKING MOVIES, NOT JUST STILL PICTURES. PROFESSIONAL PRODUCERS ARE USUALLY WORTHWHILE WHEN CALLED IN AT THE BEGINNING OF THE PROJECT TO HELP WITH THE PLANNING STAGES. HUMOR AND THE RIGHT AMOUNT OF NARRATION CONTRIBUTE MUCH TO FILMS. A FILM SHOULD BE LOOKED UPON AS AN INVESTMENT AND NOT AN EXPENSE. WHEN WELL PLANNED OBJECTIVES CARRIED OUT ON FILM ARE A GREAT PROMOTION DEVICE.

C715 EDITORS
USING SLIDES EFFECTIVELY.'
ADVERTISING AND SALES PROMOTION VOL.15, 7, JULY, 1967, 3P.
AUDIO-VISUAL
THE SLIDE IS THE SIMPLEST OF THE AUDIO-VISUAL AIDS, BUT IS NOT TO BE OVERLOOKED WHEN YOU ARE LOOKING FOR WAYS TO PUT YOUR MESSAGES ACROSS. THIS ARTICLE REPORTS HOW THREE DIVERSE COMPANIES, INDUSTRIAL NUCLEONICS CORPORATION, CENTRAL SOYA FEED DIVISION, AND HUMBLE OIL AND REFINING COMPANY, HAVE MADE SUCCESSFUL USE OF SLIDES IN SALES MEETINGS AND CUSTOMER PRESENTATIONS.
SLIDE PRESENTATIONS ARE AN EFFECTIVE WAY TO EDUCATE AND INFORM GROUPS ABOVE THREE, WHEN THE USUAL VISUAL AIDS BECOME INEFFECTIVE. FLEXIBILITY IS A MAJOR ADVANTAGE IN BOTH VISUAL AND CONTEXT MATERIAL WHICH ALLOWS FOR CLOSER CUSTOMER COORDINATION. SIMPLE OR MORE COMPLEX PRESENTATIONS WHICH CAN INVOLVE THREE SCREENS PROVE HIGHLY SUCCESSFUL AS INFORMATIVE PROMOTIONS.

C716 CAMPFIELD, WILLIAM L.
TRENDS IN AUDITING MANAGEMENT PLANS AND OPERATIONS.'
THE JOURNAL OF ACCOUNTANCY, VOL.124, NO.1, JULY, 1967, 6P.
PLANS, EVALUATION, ANALYSIS
-MANAGEMENT AUDITING IS AN INFORMED AND CONSTRUCTIVE ANALYSIS, EVALUATION, AND SERIES OF RECOMMENDATIONS REGARDING THE BROAD SPECTRUM OF PLANS, PROCESSES, PEOPLE AND PROBLEMS OF AN ECONOMIC ENTITY.- MR. CAMPFIELD EXAMINES THE RATIONALE OF MANAGEMENT AUDITING. HE EXPLORES ITS APPLICATIONS AND PREDICTS ITS FUTURE DIRECTIONS.

C717 GREINER, LARRY E.
PATTERNS OF ORGANIZATION CHANGE.'
HARVARD BUSINESS REVIEW VOL.45, 3, MAY-JUNE, 1967, 10P.
SUPERVISORS, ORGANIZATION, MAKING, EVALUATED, DECISION, T-GROUP
TODAY MANY TOP MANAGERS ARE ATTEMPTING TO INTRODUCE SWEEPING AND BASIC CHANGES IN THE BEHAVIOR AND PRACTICES OF THE SUPERVISORS AND THE SUBORDINATES THROUGHOUT THEIR ORGANIZATION. THIS ARTICLE DISCUSSES HOW A -SUCCESSFUL- CHANGE DIFFERS FROM AN -UNSUCCESSFUL- ONE. RECENTLY MANAGEMENT HAS HAD AN AWAKENING AND SEES CHANGES AS A REVOLUTIONARY PROCESS RATHER THAN AN EVOLUTIONARY ONE. STUDIES SHOW THAT THERE ARE SOME BASIC COMMON APPROACHES TO CHANGE. THE UNILATERAL ACTION APPROACH IS BY DECREE, BY REPLACEMENT OR BY STRUCTURE. THE SHARING THE POWER APPROACH IS BY GROUP DECISION MAKING OR BY GROUP PROBLEM SOLVING. THE DELEGATED AUTHORITY APPROACH IS BY CASE DICUSSION, OR BY T-GROUP SESSIONS. EACH OF THESE APPROACHES IS EVALUATED IN VIEW OF THEIR RELATIVE CONTRIBUTION TO CHANGES.

C718 RICHARDS, JAMES M. JR.
CAN COMPUTERS WRITE COLLEGE ADMISSIONS TESTS.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL.51, NO.3, JUNE, 1967, 5P.
TEST, PSYCHOLOGICAL, ADMINISTERED
FOR MANY YEARS PSYCHOLOGICAL TESTS HAVE BEEN SCORED BY MACHINES, AND RECENTLY COMPUTERS HAVE ASSEMBLED EXISTING ITEMS INTO TESTS AND HAVE SCORED ESSAY EXAMINATIONS. THIS STUDY GOES BEYOND THESE EARLIER TECHNIQUES AND EXPLORES THE POSSIBILITY OF COMPUTER ITEM WRITING. A COMPUTER PROCEDURE FOR WRITING VERBAL COMPREHENSION ITEMS WAS DEVELOPED AND USED TO WRITE A 72-ITEM TEST. THIS TEST, TOGETHER WITH THE WIDE RANGE VOCABULARY TEST, WAS ADMINISTERED TO UNIVERSITY OF IOWA FRESHMAN. THE TEST INTERCORRELATIONS, RELIABILITIES, AND CORRELATIONS WITH GRADES SUGGEST THAT, IN PRINCIPLE, COMPUTERS CAN WRITE COLLEGE ADMISSIONS TESTS. POSSIBLE OBJECTION TO COMPUTER-WRITTEN TESTS ARE CONSIDERED.

C719 KUNCE, JOSEPH J.
VOCATIONAL INTERESTS AND ACCIDENT PRONENESS.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL.51, NO. 3, JUNE, 1967, 3P.
JOB, INDEX
THE INTERRELATIONSHIPS OF AN INDEX OF ACCIDENT RATE, AGE, JOB TENURE, AND JOB HAZARD WERE INVESTIGATED. A SAMPLE OF 62 INDUSTRIAL EMPLOYEES INCLUDING UNSKILLED AND PROFESSIONAL WORKERS WAS STUDIED. THE FOLLOWING RESULTS WERE OBTAINED, A HIGHER THAN AVERAGE ACCIDENT RATE WAS SIGNIFICANTLY RELATED TO HIGH JOB HAZARD, PHI EQUALS PLUS .31, AND AP SCORES, PHI EQUALS PLUS .28. A LONGER THAN AVERAGE JOB TENURE WAS SIGNIFICANTLY RELATED TO A LOW ACCIDENT RATE, PHI EQUALS MINUS .38, AND CURRENT PLACEMENT IN LESS HAZARDOUS JOBS, PHI EQUALS MINUS .27. SUBJECTS HAVING LONG TENURE ALSO HAD SIGNIFICANTLY LOWER AP SCORES, PHI EQUALS MINUS .29, AND OLDER SUBJECTS ALSO TENDED TO HAVE LOWER AP SCORES.

C720 GRANT, DONALD L. KATKOVSKY, WALTER BRAY, DOUGLAS W.
CONTRIBUTIONS OF PROJECTIVE TECHNIQUES TO THE ASSESSMENT OF MANAGEMENT-POTENTIAL
JOURNAL OF APPLIED PSYCHOLOGY, VOL.51, NO.3, JUNE, 1967, 7P.
PSYCHOLOGISTS, INFORMATION, EVALUATIONS, CODING, ANALYSES
THE CONTRIBUTIONS OF PROJECTIVE TECHNIQUES TO ASSESSMENT-CENTER STAFF EVALUATIONS AND THE RELATIONSHIPS OF PROJECTIVE VARIABLES TO PROGRESS IN MANAGEMENT ARE PRESENTED. THE PROJECTIVE DATA WERE OBTAINED BY CODING REPORTS WRITTEN BY A CLINICAL PSYCHOLOGISTS FROM 3 PROJECTIVE INSTRUMENTS. ANALYSES OF THE DATA SHOW THAT THE PROJECTIVE REPORTS PARTICULARLY INFLUENCED THE ASSESSMENT STAFF IN RATING SUCH CHARACTERISTICS AS WORK MOTIVATION, PASSIVITY, AND DEPENDENCY. IN ADDITION, SEVERAL OF THE PROJECTIVE VARIABLES ARE RELIABLY RELATED TO PROGRESS IN MANAGEMENT, ESPECIALLY THOSE PERTAINING TO LEADERSHIP AND ACHIEVEMENT MOTIVATION. IN BRIEF, THE FINDINGS CLEARLY INDICATE THAT RELEVANT INFORMATION ON MANAGERIAL MOTIVATION WAS OBTAINED FROM THE PROJECTIVE REPORTS.

C721 BARRETT, GERALD V. SEVETLIK, BYRON PRIEN, ERICH P.
VALIDITY OF THE JOB-CONCEPT INTERVIEW IN AN INDUSTRIAL SETTING
JOURNAL OF APPLIED PSYCHOLOGY, VOL.51, NO.3, JUNE, 1967, 3P.
SUPERVISION, PSYCHOLOGISTS, JOB
INTERVIEWS BY PSYCHOLOGISTS WERE USED TO PREDICT EMPLOYEE ATTITUDES AND JOB PERFORMANCE. CORRELATIONS WERE COMPUTED BETWEEN THE PSYCHOLOGISTS PREDICTIONS AND EMPLOYEE RATINGS OF THEIR JOB ATTITUDES AND SUPERVISOR RATINGS OF EMPLOYEE JOB PERFORMANCE. THE PSYCHOLOGISTS WERE MOST ACCURATE IN PREDICTING EMPLOYEE ATTITUDES TOWARD ADVANCEMENT AND GENERAL MORALE. THEY WERE LEAST ACCURATE IN PREDICTING EMPLOYEE ATTITUDES TOWARD SUPERVISION AND REWARDS. THE PSYCHOLOGISTS WERE UNABLE TO PREDICT EMPLOYEE PERFORMANCE AS RATED BY THE SUPERVISORS.

C722 CHEN, MARTIN K. PODSHADLEY, DALE W. SHROCK, JOHN G.
A STUDY OF SOME PSYCHOLOGICAL, VOCATIONAL INTEREST AND MENTAL-ABILITY-VARIABLES AS PREDICTORS OF SUCCESS
JOURNAL OF APPLIED PSYCHOLOGY,VOL.51, NO.3, JUNE, 1967, 6P.
SELECTION PSYCHOLOGICAL MULTIPLE-REGRESSION ANALYZED DENTAL
A TOTAL OF 32 MENTAL ABILITY, PAST-ACHIEVEMENT, MANUAL SKILL, PERSONALITY, AND VOCATIONAL INTEREST VARIABLES BELIEVED TO BE POTENTIALLY USEFUL IN THE SELECTION OF DENTAL STUDENTS WERE FACTOR ANALYZED TO DETERMINE THEIR FACTOR PATTERN IN RELATION TO THE CRITERION VARIABLE, THE DENTAL GPA. THEN THOSE VARIABLES WHICH SHARED COMMON FACTORS WITH THE CRITERION VARIABLE WERE USED AS INDEPENDENT VARIABLES IN A MULTIPLE-REGRESSION EQUATION FOR PREDICTIVE PURPOSES. FOR THE 72 DENTAL JUNIORS STUDIED, IT WAS FOUND THAT THERE WERE 2 COMMON FACTORS BETWEEN THE -PREDICTOR- VARIABLES AND THE DENTAL GPA, ACADEMIC APTITUDE AND A FACTOR RELATED TO MANUAL SKILL. OF ALL THE VARIABLES, THE PREDENTAL GPA WAS FOUND TO BE MOST IMPORTANT PREDICTOR OF SUCCESS IN DENTAL SCHOOL.

C723 DOLE, ARTHUR A. DIGMAN, JOHN M.
FACTORS IN COLLEGE ATTENDANCE.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL.51, NO.3, JUNE, 1967, 6P.
MAKING, EDUCATIONAL, DECISION, ANALYSES
PURPOSE OF THIS RESEARCH WAS TO IDENTIFY FACTORS, OBTAINED FROM A SELF-REPORT INVENTORY, DETERMINING THE DECISION TO ATTEND COLLEGE. 214 MALE AND 306 FEMALE STUDENTS FROM THE STATE UNIV. COMPLETED A 78-ITEM INVENTORY. REASONS FOR GOING TO COLLEGE, AS FRESHMAN AND AS SENIORS. ANALYSES AND MATCHING PROCEDURES YIELDED 13 MAJOR FACTORS, SOCIAL REASON, CONFORMITY, CURIOSITY, VOCATIONAL REASON, ACADEMIC VALUE, MATERIAL VALUE, ALTRUISTIC VALUE, SCHOOL INFLUENCE, EXPERIENCE, AVOCATIONAL INFLUENCE, SCIENCE INTEREST, HUMANITIES INTEREST, AND VERBAL INTEREST. ADDITIONAL FACTOR ANALYSES OF A DISMISSED COLLEGE GROUP AND 3 DIVERSE PUBLIC-SCHOOL SAMPLES SUGGESTED THAT THESE MAJOR FACTORS HAD CONSIDERABLE GENERALITY. IMPLICATIONS FOR EDUCATIONAL DECISION MAKING AND FOR FURTHER RESEARCH WERE CONSIDERED.

C724 LAHIRI, DILIP K. SRIVASTA, SURESH
DETERMINANTS OF SATISFACTION IN MIDDLE-MANAGEMENT PERSONNEL
JOURNAL OF APPLIED PSYCHOLOGY, VOL.51, NO.3, JUNE, 1967, 12P.
SATISFACTION, PERSONNEL, JOB, QUESTIONNAIRE
RESPONSES TO A QUESTIONNAIRE WERE OBTAINED FROM 93 MIDDLE MANAGERS WHERE SUBJECTS INDICATED THE EXTENT TO WHICH 13 JOB-CONTENT FACTORS AND 13 JOB-CONTEXT FACTORS CONTRIBUTE TO THE FEELING OF SATISFACTION AND DISSATISFACTION IN THE PRESENT AND THE IMAGINARY JOB SITUATIONS. RESULTS INDICATE THAT, CONTRARY TO THE CONVENTIONAL ASSUMPTION OF BIPOLARITY, SATISFACTION AND DISSATISFACTION REPRESENT 2 DISTINCT AND SEPARATE FEELINGS, AND BOTH GROUPS OF FACTORS MAY ACT AS SATISFIERS AND AS DISSATISFIERS. THE PRESENT RESULTS WERE ALSO COMPARED WITH A. THE RESULTS OBTAINED IN A STUDY OF SKILLED WORKERS, AND B. THE AM. STUDIES. THE FINDINGS CAST SERIOUS DOUBTS ON THE GENERALITY OF THE

HERZBERG-MAUSNER-SNYDERMAN MOTIVATOR-HYGIENE THEORY.

C725 BLOOD,MILTON R. HULIN, CHARLES L.
ALIENATION ENVIRONMENTAL CHARACTERISTICS AND WORKER RESPONSE
JOURNAL OF APPLIED PSYCHOLOGY, VOL.51, NO.3, JUNE, 1967, 7P.
SATISFACTION, PLAN, JOBS, INDEX, ANALYZED
DATA GATHERED FROM 1,900 MALE WORKERS LOCATED IN 21 PLANTS IN THE EASTERN U.S. ARE PRESENTED. THESE DATA ARE ANALYZED TO DETERMINE THE INFLUENCE OF ENVIRONMENTAL CHARACTERISTICS PRESUMED TO INDEX FEELINGS OF ALIENATION FROM MIDDLE-CLASS NORMS. PREDICTIONS WERE MADE THAT WORKERS IN COMMUNITIES WHICH SHOULD FOSTER INTEGRATION WITH MIDDLE-CLASS NORMS WOULD STRUCTURE THEIR JOBS DIFFERENTLY AND WOULD RESPONSE DIFFERENTLY THAN ALIENATED WORKERS. WORKERS IN COMMUNITIES FOSTERING INTEGRATION WITH MIDDLE-CLASS NORMS SHOULD REPORT HIGHER SATISFACTION ON HIGHLY SKILLED JOBS. THEY SHOULD VALUE RETIREMENT AND SHOULD PLAN FOR IT WHILE WORKING. ALIENATED WORKERS SHOULD REPORT LOWER SATISFACTION ON HIGHLY SKILLED JOBS. PAY SHOULD HAVE A STRONGER EFFECT ON THE SATISFACTION OF ALIENATED WORKERS, WHO WOULD MORE LIKELY LOOK FOR OTHER WORK AFTER RETIREMENT. PREDICTIONS REGARDED AS CONFIRMED FOR BLUE-COLLAR WORKERS.

C726 BLOOM, ROBERT BARRY, JOHN R.
DETERMINANTS OF WORK ATTITUDES AMONG NEGROES.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL.51, NO.3, JUNE, 1967, 3P.
TESTED, SATISFACTION, JOB, ANALYZED, QUESTIONNAIRE
THE MOTIVATOR-HYGIENE THEORY OF WORK ATTITUDES ASSUMES THAT 2 INDEPENDENT SETS OF VARIABLES DETERMINE JOB SATISFACTION AND JOB DISSATISFACTION. THE GENERALITY OF THIS THEORY WAS TESTED WITH RESPONSES FROM 85 NEGROE BLUE-COLLAR WORKERS TO A 40-ITEM QUESTIONNAIRE. THESE DATA WERE FACTOR ANALYZED AND COMPARED WITH COMPARABLE DATA FROM 117 WHITE BLUE-COLLAR WORKERS. THE 2 SETS OF DATA APPEARED TO DIFFER ALTHOUGH SOME SIMILARITIES WERE FOUND. IT APPEARED THAT HYGIENE FACTORS WERE MORE IMPORTANT TO THE NEGROES THAN TO THE WHITES. THE 2-FACTOR THEORY MAY BE TOO SIMPLE TO ENCOMPASS THE CONCEPTS OF JOB SATISFACTION AND DISSATISFACTION, AT LEAST IN THE BLUE-COLLAR NEGRO. IT MAY BE THAT THE 2-FACTOR THEORY IS LESS USEFUL WHEN ONE CONSIDERS LOW-STATUS WORK.

C727 LEVY, MICHAEL E.
PLANNING-PROGRAMMING-BUDGETING.'
THE CONFERENCE BOARD RECORD VOL.4, 5, MAY,1967, 3P.
PROGRAM, PLANNING-PROGRAMMING-BUDGETING, EVALUATING, ANALYSIS
THE NEW FEDERAL PROGRAM FOR IMPROVING EFFICIENCY IS HARDLY TWO YEARS OLD, BUT ITS IMPACT ON GOVERNMENT SPENDING MAKES THIS DESCRIPTION OF THE NEW TOOL REQUIRED FOR MOST EXECUTIVES.
IT INVOLVES DEVELOPING A PROGRAM STRUCTURE, THE INDIVIDUAL COST ESTIMATE, THE MEASUREMENT OF PHYSICAL OUTPUT AND THE COMPUTATION OF -UNIT COST- FOR EACH PROGRAM ELEMENT, TO FORM THE BASIS FOR -COST EFFECTIVENESS ANALYSIS-. SUCH AN ANALYSIS IS DESIGNED TO COMPARE QUALITY AND QUANTITY OF OUTPUT PER DOLLAR OF EXPENDITURE FOR ALTERNATIVE GOVERNMENT PROGRAMS.
BY EVALUATING THE ECONOMIC EFFICIENCY - IN TERMS OF BENEFITS PER DOLLAR OF COST- OF NEW AND ALTERNATIVE PROGRAMS AND METHODS NOT CURRENTLY APPLIED, THE GOVERNMENT IS IN A POSITION TO INITIATE AND SUBSTITUTE BETTER PROGRAMS WHEREEVER SUITABLE.

C728 ROTHERY, BRIAN
ESTIMATING THE PROGRAMMING LOAD.'
DATA PROCESSING BOL.9,7, JULY, 1967, 2P.
SELECTION, PROGRAMMING, PLANNING, PERSONNEL, JOB
THE PLANNING OF A PROGRAMMING JOB WOULD SEEM TO INDICATE THE USE OF SOPHISTICARED AND SCIENTIFIC TECHNIQUES. YET, MANY TIMES IT IS THE FINAL GUSSS IN A SERIES OF GUESSES, EACH INACCURATE AND UNSCIENTIFIC.
THIS ARTICLE DISCUSSES SOME OF THESE GUESSES THAT ARE REQUIRED IN PLANNING A PROGRAMMING JOB. THE GUESSES BEGIN WITH THE SELECTION OF A COMPUTER, PERSONNEL A ND CERTAIN JOBS. THE DIFFICULT TASK OF DECIDING PROGRAMMING LOADS IS OUTLINED, INCLUDING A DISCUSSION OF RUNS, SEGMENTS AND ROUTINES. ESTIMATING PROGRAMMING TIME AND BREAKING DOWN SPECIFICATIONS INTO SPECIFIED SEGMENTS IS ALSO DISCUSSED.

C729 SIEBURG,J
PROBLEM SOLVING BY COMPUTER LOGIC.'
DATA PROCESSING VOL.9, 7, JULY, 1967, 4P.
TEST, PROGRAMMERS, ANALYSTS
THIS ARTICLE PRESENTS A PARTICULARLY APT EXERCISE TO TEST THE REASONING AND ANALYTICAL ABILITIES OF COMPUTER PROGRAMMERS AND SYSTEMS ANALYSTS. A PROBLEM CONCERNING THE IDENTIFICATION OF ONE COUNTERFEIT COIN OUT OF 12 GIVEN COINS LIMITED TO THREE WEIGHINGS IS EXPLAINED. THEN THE SOLUTION USING COMPUTER LOGIC AND ILLUSTRATED BY A FLOWCHART AND LOGIC STEP TABLES IS DESCRIBED.
THIS PROBLEM HAS BEEN PRIMARILY USED FOR APTITUDE TESTING AND COMPUTER -GAME- TECHNIQUES, BUT IS SIMILAR IN COMPLEXITY TO THE REAL LIFE PROBLEMS OF COMPUTER APPLICATIONS.

C730 PAUL, ROBEJ. BELL, ROBERT W.
QUANTITATIVE DETERMINATION OF MANPOWER REQUIREMENTS
JOURNAL OF RETAILING VOL.43, 2, SUMMER, 1967, 8P.
TRAINING, SELECTING, PROGRAM, PERSONNEL, MANPOWER, EVALUATION, CONTROL
THIS ARTICLE SUGGESTS A SOLUTION TO THE BASIC PROBLEM OF LACK OF SUITABLE PERFORMANCE EVALUATION STANDARDS WHICH LEADS TO CONSIDERABLE INSTANCES OF OVERSTAFFING OF SALES FLOOR PERSONNEL IN RETAIL DEPARTMENT STORES. THE PERFORMANCE EVALUATION STANDARD WHICH IS THE BASIS FOR THE STAFFINGPLAN IS BASED ON WORK SAMPLING TECHNIQUE WHICH PROVIDES A QUICK, ECONOMICAL AND RELIABLE METHOD FOR GATHERING DATA.
THE WORK OF THE RETAIL SALESPERSON FALLS INTO THE TWO CATEGORIES OF SELLING ACTIVITIES AND SALES SUPPORT ACTIVITIES. THE RECOMMENDED PROGRAM AS OUTLINED INCLUDES THE ESTABLISHING OF COST CONTROL CENTERS, DEVELOPING PERFORMANCE EVALUATION STANDARDS, STUDYING SALES PATTERNS, CONSTRUCTING A PERSONNEL ASSIGNMENT CHART, SELECTING AND TRAINING SUPERVISORS, DEVELOPING A SCHEDULING PROCEDURE AND ESTABLISHING CONTROL TECHNIQUES.

C731 WERNICK, SAUL
HAVE YOU THE COURAGE TO EVALUATE YOUR OWN JOB.'
ADVERTISING AND SALES PROMOTION VOL.15, 8, AUGUST, 1967, 2P.
PROGRAM, PLAN, JOB, EVALUATE
IN THIS ARTICLE AN ADVERTISING AGENCY SALES PROMOTION MAN TELLS WHAT HE WOULD DO ABOUT EVALUATING HIS JOB IF HE WORKED FOR AN INDIVIDUAL COMPANY. THE IMPORTANCE TO MANAGEMENT OF MEASURING THE EFFICIENCY OF SALES PROMOTION IS ESTABLISHED, AND THE DIFFICULTY IN DETERMINING HOW MUCH THE EXPENDITURE OF A SALES PROMOTION DOLLAR INCREASES PROFIT IS RECOGNIZED. THEREFORE WHAT IS ADVOCATED HERE IS A SALES PROMOTION OF THE ANNUAL MARKETING PLAN IN WHICH THE SALES PROMOTIONAL ACTIVITIES FOR THE YEAR ARE SPELLED OUT, AND DETAIL HOW THEY WILL CONTRIBUTE TO ACHIEVING THE OVER-ALL MARKETING GOALS.
A FORMAL EVALUATION PROGRAM FOR SALES PROMOTION WILL SHOW MANAGEMENT EXACTLY WHAT THE CONTRIBUTIONS TO THE TOTAL MARKETING EFFORT ARE, AND WILL HELP TO ESTABLISH THE SALES PROMOTION MANAGER AS A FULL FLEDGED MEMBER OF THE MARKETING TEAM.

C732 NAGLE, ROBERT
8 WAYS TO BETTER EXHIBITS.'
ADVERTISING AND SALES PROMOTION VOL.15, 8, AUGUST, 1967,2P.
SELECTING, RULES, PLANNING
TRADE SHOW EXHIBITS ARE A LARGE INVESTMENT. THIS ARTICLE GIVES EIGHT RULES TO FOLLOW TO GET THE MOST FOR YOUR MONEY. THE EXHIBIT BUILDER SUGGESTS PLANNING IN ADVANCE AS FAR AS POSSIBLE, SELECTING ONE EXHIBIT DESIGN AND CONSTRUCTION FIRM, INFORMING THIS FIRM OF THE TOTAL COMPANY OBJECTIVES, LISTENING TO THE ADVICE OF THE EXHIBIT FIRM, ASKING ABOUT COSTS AT THE BEGINNING, BUILDING THE EXHIBIT FOR A LONGTIME AND KEEPING TRACK OF THEM AND VISITING THE SUPPLIER AS YOU WOULD AN AD AGENCY.
WHEN THESE GUIDELINES ARE PROPERLY USED THEY CAN SAVE MONEY AND TIME, AND RESULT IN BETTER EXHIBITS AND DISPLAYS TO CARRY FORWARD A COMPANYS MARKETING OBJECTIVES.

C733 MC GINTY,JOHN
HOW TO MAKE DEALERS AND SALES MEN FEEL IMPORTANT.'
ADVERTISING AND SALES PROMOTION VOL.15, 8, AUGUST 1967,.
PROGRAM, MAKING
THE KEY TO SUCCESSFUL INCENTIVES, SAYS RALSTON PURINA CHOW, IS TO TREAT PEOPLE AS INDIVIDUALS. THIS ARTICLE EXPLAINS HOW THE RALSTON COMPANY MOTIVATED THEIR 400 DISTRICT SALESMEN AND 6000 RETAIL DEALERS BY FORMING TWO ADVISORY BOARDS AND MAKING MEMBERSHIP AN HONOR THAT THEIR MEN WOULD GO TO ALL LENGTHS TO ATTAIN.
THE GENERAL SALES MANAGERS ADVISORY BOARD AND THE HONOR COUNCIL MEET ONCE A YEAR AT WHICH TIME THE -RED CARPET- TREATMENT IS GIVEN TO EACH MAN AND HIS WIFE WHO HAS ACHIEVED MEMBERSHIP. NOT ONLY IS EACH MAN INDIVIDUALLY HONORED, BUT NEW IDEAS FOR NEXT YEARS SALES PROGRAMS ARE OBTAINED FROM THE RECORDS OF OTHERS.
THE SPECIAL ATTENTION AND INTEREST ON THE PART OF TOP EXECUTIVES ADD VALUE TO THE HONOR OF THIS INCENTIVE PROGRAM.

C734 HENRY, BRUCE B. JONES, CURTIS H.
LINEAR PROGRAMMING FOR PRODUCTION ALLOCATION.'
THE JOURNAL OF INDUSTRIAL ENGINEERING, VOL.18, NO. 7, JULY,1967, 10P.
TESTED, RULE, PROGRAMMING
THIS ARTICLE SHOWS HOW LINEAR PROGRAMMING CAN BE USED IN THE ALLOCATION OF PRODUCTION OF VARYING QUALITY TO ORDERS DEMANDING CERTAIN MINIMUM PERFORMANCE LEVELS. THE AUTHORS PROPOSE TO HANDLE THE SHORT-TERM PROBLEM OF MINIMIZING THE PRODUCTION QUANTITY REQUIRED TO SATISFY THE ORDERS BY A TWO-STEP PROCESS OF FIRST ALLOCATING THE EXPECTED YIELD BY A LINEAR PROGRAMMING TECHNIQUE AND THEN CORRECTING FOR THE DIFFERENCES BETWEEN ACTUAL AND EXPECTED YIELDS BY A SEQUENTIAL SUBSTITUTION RULE. COSTS AND OTHER PRODUCTION AND SALES DATA TAKEN FROM AN EXAMPLE OF THIS TYPE OF PROBLEM OCCURRING IN THE MANUFACTURE OF AN ELECTRIC DEVICE ARE USED TO ILLUSTRATE THE PROBLEM AND TO PROVIDE INPUTS FOR A SIMULATION MODEL IN WHICH THE APPROACH IS TESTED. BECAUSE THE PROCESS OF ALLOCATING ORDERS UNDER CONDITIONS OF UNCERTAINTY CAN LEAD TO A VARIETY OF PROBLEMS THAT ARE OBVIOUS.

C735 NOETTL, JOHN N. BRUMBAUG, PHILIP
INFORMATION CONCEPTS IN NETWORK PLANNING.'
THE JOURNAL OF INDUSTRIAL ENGINEERING, VOL. 18, NO. 7, JULY, 1967, 8P.
PLANNING, PERT, INFORMATION
NETWORK PLANNING TECHNIQUES, COMMUNICATION THEORY, AND INFORMATION THEORY ARE BRIEFLY REVIEWED. INFORMATION THEORY AND NETWORK PLANNING TECHNIQUES, SPECIFICALLY PERT AND CPM, ARE THEN INTEGRATED AND APPLIED TO COMMUNICATION. UNCERTAINTY VALUES ARE CALCULATED AND RELATED TO THE CRITICALITY OF PATHS IN THE PLANNING NETWORK. A METHOD IS GIVEN FOR COMPARING SLACK AND UNCERTAINTY. CRITICAL PATH ARE CALCULATED, USING UNCERTAINTY VALUES, FOR PLANNING NETWORKS FOR THE GEMINI SPACE CAPSULE SYSTEM.

C736 HAGE, FERALD AIKEN, MICHAEL
RELATIONSHIP OF CENTRALIZATION TO OTHER STRUCTUAL PROPERTIES
ADMINISTRATIVE SCIENCE QUARTERLY, VOL. 12, NO. 1, JUNE, 1967, 21P.
TRAINING, RULE, ORGANIZATIONAL, MAKING, JOB, DECISION, CODIFICATION
THIS PAPER EXAMINES TWO DIFFERENT WAYS OF MEASURING THE DISTRIBUTION OF POWER IN SIXTEEN HEALTH AND WELFARE ORGINAZATIONS. PARTICIPATION IN DECISION MAKING ABOUT THE ALLOCATION OF ORGANIZATIONAL RESOURCES AND THE DETERMINATION OF ORGANIZATIONAL POLICY WAS STRONGLY RELATED TO THE DEGREE OF COMPLEXITY AS MEASURED BY -1- THE NUMBER OF OCCUPATIONAL SPECIALITIES, -2- THE AMOUNT OF PROFESSIONAL TRAINING, AND

-3- THE AMOUNT OF PROFESSIONAL ACTIVITY AND WAS WEAKLY RELATED TO THE DEGREE OF FORMALIZATION AS MEASURED BY THE DEGREE OF JOB CODIFICATION AND THE AMOUNT OF RULE OBSERVATION. EXCEPT FOR RULE OBSERVATION, HIERARCHY OF AUTHORITY OR THE RELIANCE ON THE CHAIN OF COMMAND FOR WORK DECISIONS WAS NOT AS STRONGLY RELATED TO EACH OF THEASE MEASURES OF ORGANIZATIONAL STRUCTURE.

C737 SCOTT, W.R. DORNBUSCH, S.M. BUSCHING, B.C.
ORGANIZATIONAL EVALUATION AND AUTHORITY.'
ADMINISTRATIVE SCIENCE QUARTERLY, VOL.12, NO. 1, JUNE, 1967, 25P.
ORGANIZATIONAL, EVALUATED, CONTROL, ANALYZED
AUTHORITY SYSTEMS IN FORMAL ORGANIZATIONS ARE ANALYZED IN TERMS OF THE PROCESS BY WHICH THE PERFORMANCE OF ORGANIZATIONAL PARTICIPANTS IS EVALUATED. AUTHORITY IS VIEWED AS AUTHORIZATION TO ATTEMPT TO CONTROL THE BEHAVIOR OF OTHERS, AND RESTS IN FOUR DIFFERENT KINDS OF AUTHORITY RIGHTS, EACH OF WHICH IS A COMPONENT OF THE EVALUATION PROCESS. AUTHORITY SYSTEMS ARE DEFINED IN TERMS OF THE DISTRIBUTION OF THESE RIGHTS AMONG PARTICIPANTS.
THE THEORY SPECIFIES CERTAIN PROBLEMS IN THE EVALUATION PROCESS, WHICH MORE THE AUTHORITY SYSTEM INCOMPATIBLE WITH PARTICIPANTS ACHIEVEMENT OF EVALUATIONS ACCEPTABLE TO THEM. INCOMPATIBLE AUTHORITY SYSTEMS ARE POSTULATED TO BE UNSTABLE AND TO REMAIN SO UNTIL THE INCOMPATIBILITY IS RESOLVED. A SET OF INDICES IS DEVELOPED FOR THE IDENTIFICATION OF UNSTABLE SYSTEMS. THIS THEORY IS THE BASIS OF A CURRENT STUDY OF AUTHORITY SYSTEMS IN FIVE ORGANIZATIONS.

C738 ROSENGREN, WILLIAM A.
STRUCTURE POLICY + STYLE STRATEGIES OF ORGANIZATIONAL CONTROL
ADMINISTRATIVE SCIENCE QUARTERLY, VOL. 12, NO. 1, JUNE, 1967, 25P.
SUPERVISORY, ORGANIZATIONAL, CONTROL
THIS PAPER INVESTIGATES AND ATTEMPTS TO EXPLAIN SOME RELATIONSHIPS BETWEEN CONTROL ACHIEVED THROUGH SUPERVISORY, STYLE. EIGHTY LARGE GOVERNMENT PSYCHIATRIC HOSPITALS AND 52 SMALL PRIVATE HOSPITALS WERE STUDIED. WITH SOME EXCEPTIONS- AND THESE APPARENTLY TRACEABLE EITHER TO THE DIFFERENTIAL EFFECTS OF SIZE OR SPONSORSHIP-MAXIMUN STRUCTURAL CONTROL WAS FOUND IN ASSOCIATION WITH A LIMITED EMPLOYEE CONTROL, AND, MINIMAL STRUCTURAL CONTROL WAS FOUND IN ASSOCIATION WITH MORE PERVASIVE EMPLOYEE CONTROL. IN GENERAL THE SCOPE OF EMPLOYEE CONTROL VARIED INVERSELY WITH THE SCOPE OF PATIENT CONTROL - SOMETIMES BECAUSE OF STRUCTURAL ARRANGEMENTS AND SOMETIMES BECAUSE OF SUPERVISORY STYLE. THESE BASIC PATTERNS ARE DISCUSSED IN THEIR RELATION TO CLASSICAL WEBERIAN CONCEPTICNS OF FORMAL ORGANIZATIONS, AS WELL AS TO MORE RECENT THEORETICAL FORMULATIONS.

C739 LIPTON, PAUL R.
AN APPLICATION OF FACTORIAL EXPERIMENTATION TO THE WORK-MEASUREMENT-PROCESS
JOURNAL OF INDUSTRIAL ENGINEERING VOL.18 NO. 8, AUGUST, 1967, 7P.
TEST, ANALYSIS
THIS ARTICLE DESCRIBES AN APPLICATION OF FACTORIAL EXPERIMENTATION TO THE WORK MEASUREMENT PROCESS. THE PURPOSE OF THE RESEARCH WAS TO DETERMINE THE FEASIBILITY OF MEASURING BOTH THE ABILITY OF THE OPERATOR TO PERFORM A PRESCRIBED TASK AND THE ABILITY OF THE INDUSTRIAL ENGINEER TO JUDGE THE OPERATORS CAPABILITIES. THE PROBLEM WAS TO ANALYZE THE RESULTS OF AN ASSEMBLY LINE BALANCING PROJECT, DATA WERE OBTAINED SO THAT ONE COULD IDENTIFY LOTS, STATIONS, DAYS, TIME OF DAY, AND OPERATOR. IT WAS FOUND THAT PEOPLE AND TASKS ARE NOT FREELY TRANSFERABLE THUS, IT IS POSSIBLE TO REJECT THE CONCEPT OF THE -NORMAL OPERATOR.- STATISTICAL TESTS INCLUDED ANALYSIS OF VARIANCE, THE DUNCANS MULTIPLE RANGE TEST, AND THE BARTLETTS TEST OF HOMOGENEITY. THIS STUDY WAS CONDUCTED AT A NON-UNION COMPANY.

C740 HILL, LAWRENCE S.
AN IMPROVED BASIS TO ESTIMATE + CONTROL R-+-D TASKS
JOURNAL OF INDUSTRIAL ENGINEERING VOL.18, NO. 2, AUGUST, 1967, 7P.
PROGRAMS, CONTROL
THIS ARTICLE DISCUSSES A PRACTICAL FRAMEWORK FOR MORE POSITIVE MANAGEMENT CONTROL OF EXPLORATORY DEVELOPMENT PROGRAMS, ADVANCED DEVELOPMENT PROGRAMS NOT INCORPORATING SUBSYSTEM DESIGN ACTIVITIES, AND CERTAIN APPLIED RESEARCH PROGRAMS. RELATIVELY LITTLE ATTENTION HAS BEEN DIRECTED TOWARD IMPROVING CONTROL TECHNIQUES FOR RESEARCH AND EARLY DEVELOPMENT PROJECTS, YET SUCH PROGRAMS PROVIDE ESSENTIAL BUILDING BLOCKS FOR FUTURE SYSTEMS. TECHNIQUES, SUCH AS TREE DIAGRAMS, ARE SUGGESTED TO ENCOURAGE PRODUCTIVITY IN RESEARCH BY PROVIDING INCREASED VISIBILITY FOR THE ESTABLISHMENT, PURSUIT, AND ACCOMPLISHMENTS OF RESEARCH OBJECTIVES.IRE 81703606

C741 COLLIER, J.R.
MANAGEMENT BUSINESS PLANNING.'
FINANCIAL ANALYSTS JOURNAL, VOL.23, NO.5, SEPT-OCT., 1967, 6P.
PLANNING, EVALUATION
EVALUATION OF COMPANIES FOR INVESTMENT HAS BECOME MORE COMPLICATED. IT CAN BEST BE DETERMINED THROUGH STUDY OF A COMPANYS TOTAL BUSINESS PLANNING EFFORTS. THE ROLE OF THE COMPANY CHIEF EXECUTIVE IN THIS PROCESS IS CRITICAL. STANDARD APPROACHES TO TECHNIQUES FOR A PLANNING ARE INADEQUATE. WE NEED UNDERSTANDING OF THE TOTAL SYSTEM OF THE PLANS AND OF THE EXECUTIVE LEADERSHIP AND COMMITMENT.

C742 ISESON, R.S.
TECHNOLOGICAL FORECASTING A MANAGEMENT TOOL.
BUSINESS HORIZONS, VOL.10, NO.2, SUMMER, 1967, 10P.
FORECAST, ANALYSIS
THE TWO FUNDAMENTALLY DIFFERENT APPROACHES TO TECHNOLOGICAL FORECASTING ARE OPPORTUNITY-ORIENTED FORECASTS AND GOAL -OR OBJECTIVE-ORIENTED FORECASTS. WITHIN THE FORMER, ANALYTICAL MODELING, INFORMED JUDGEMENT, PRECURSIVE ANALYSIS, AND TREND ANALYSIS OFFER USEFUL TECHNIQUES, WITHIN THE OBJECTIVE-ORIENTED FORECAST, EACH OF THESE TECHNIQUES IS EQUALLY VALID. AN INCREASINGLY IMPORTANT ROLE OF TECHNOLOGICAL FORECASTING IS ASSURED AS LONG AS INTERNATIONAL POLITICAL INSTABILITY FORCES THE CONTINUING DEVELOPMENT OF MORE POTENT WEAPONS AND AS LONG AS A FREE MARKET EXISTS.

C743 YAVITZ, BORIS
THE ANOMIE OF THE -PAPER FACTORY- WORKER.'
COLUMBIA JOURNAL OF WORLD BUSINESS, VOL.2, NO.3, MAY-JUNE, 1967, 8P.
SATISFACTION, JOB
THE MODERN OFFICE IS TAKING ON THE CHARACTERISTICS OF THE FACTORY, WHILE, PARADOXICALLY, THE FACTORY IS GETTING TO LOOK LIKE AN OFFICE. THE REASON- AUTOMATION IS A WHITE-COLLAR UPSTART, BUT IN THE FACTORY IT IS WELL ESTABLISHED, TURNING FORMER ISLANDS OF TECHNOLOGY INTO CONTENTS OF MECHANIZATION. THESE CONTINENTS MEAN JOB ENLARGEMENT AND INCREASING JOB SATISFACTION TO THE SURVIVING BLUE-COLLAR MAN. THE OFFICE WORKER, IN TURN, STRUGGLES TO ADJUST INCIPIENT STANDARDIZATION, WORK MEASUREMENT, AND EVEN PIECE RATES. OUTLOOK--CONTINENT BUILDING- WILL QUICKLY GET UNDER WAY IN THE OFFICE AND MOVE FAR MORE RAPIDLY THAN IT DID IN THE FACTORY. ONE RESULT IS THAT THE OFFICE WILL NO LONGER SERVE AS A -SAFETY VALVE- FOR REDUNDANT LABOR. NEW DIRECTIONS OF ECONOMIC ACTIVITY MUST TAKE OVER THAT ROLE.

C744 MCFARLANE, D.D. HOROWITZ, I.
RISK AND BUSINESS DECISION.'
BUSINESS HORIZONS, VOL.10, NO.2, SUMMER, 1967, 10P.
RULES, DECISION, ANALYST
QUANTITATIVE BUSINESS ANALYST CAN PROVIDE THE MODERN DECISION MAKER WITH SOME PRECISE RULES, BUT IT CANNOT OVERCOME THE FACTOR OF UNCERTAINTY. AN INHERENT PART OF THE BUSINESS WORLD. IT CAN, HOWEVER, ELIMINATE SOME OF THE PROBLEMATIC ASPECTS THAT OFTEN ARISE WHEN DECISION-MAKING RESPONSIBILITIES ARE DELEGATED.

C745 ROWEN, HENRY S.
PROBLEMS OF AMERICAN SOCIETY.'
FINANCIAL ANALYST JOURNAL, VOL.23, NO.5, SEPT-OCT., 1967, 4P.
EDUCATION, ANALYSIS
MR. ROWEN POINTS OUT THAT IN MANY AREAS OF PUBLIC INTEREST NEITHER THE GOVERNMENT NOR PRIVATE INDUSTRY HAS MADE ADEQUATE INVESTMENTS FOR A SUCCESSFUL RESOLUTION OF BASIC NEEDS. PROMINENT AMONG THEM ARE EDUCATION, HEALTH, MASS TRANSPORTATION, POVERTY, AND THE URBAN GHETTOS. AS AN ILLUSTRATION OF RESEARCH METHODS, WHICH HAVE BEEN PRODUCTIVE AND PROMISING, MR. ROWEN SINGLES OUT SYSTEMS ANALYSIS. WITHOUT ATTRIBUTING TO THE METHOD A CAPABILITY OF INTERRELATING AND QUANTIFYING ALL THE IMPORTANT FACTORS WITHIN A GIVEN AREA, IT CAN FIND WHICH INTERACTIONS ARE STRONG AND COHERENT. MORE SHARPLY POINTED QUESTIONS MAY THEN BE RAISED CONCERNING SOLUTIONS OR ALTERNATIVES.

C746 HANNON, JW
A NEW APPROACH TO EMPLOYEE TRAINING.'
BUSINESS MANAGEMENT JUNE 1967 4P.
TRAINING, PROGRAMMED
IF YOU HAVE TROUBLE SCHEDULING EMPLOYEE TRAINING SESSIONS, FINDING QUALIFIED INSTRUCTORS, ACHIEVING CONSISTENT RESULTS AND KEEPING STUDENTS FROM BECOMING BORED-WHILE PREVENTING FRUSTRATION IN SLOWER LEARNERS-, YOU WILL BE INTERESTED IN A NEW APPROACH TO EMPLOYEE TRAINING OUTLINED HERE BY A HIGHLY EXPERIENCED TRAINING CONSULTANT. THE CHIEF CHARACTERISTIC OF THE NEW METHOD IS THAT IT INVOLVES TRAINING INDIVIDUALS RATHER THAN GROUPS, AND USES A VARIETY OF FLEXIBLE TECHNIQUES IN THE PROCESS. FOR EXAMPLE, PROGRAMED TEXTBOOKS ARE USED IN SOME CASES, WHILE IN OTHER SITUATIONS, TEACHING MACHINES MAY BE MORE EFFECTIVE. THE EMPHASIS, HOWEVER, IS ON EACH INDIVIDUAL TRAINING HIMSELF-AT HIS OWN SPEED- AND IT SEEMS TO WORK.

C747 DUSENBURY, WARREN
CPM FOR NEW PRODUCT INTRODUCTIONS.'
HARVARD BUSINESS REVIEW VOL. 45, 4, JULY-AUGUST, 1967, 9P.
PROGRAMS, PLANNING, CONTROL
THIS ARTICLE DESCRIBES A NEW AND PROMISING APPROACH TO MARKETING PLANNING - IN PARTICULAR, PROGRAMS FOR THE INTRODUCTION OF NEW PRODUCTS. THE APPROACH, WHICH HAS BEEN SUCCESSFULLY USED BY DIAMOND ALKALI COMPANY, MAKES USE OF THE CRITICAL PATH METHOD. THIS METHOD IS NOT NEW, BUT ONLY RECENTLY HAS IT APPEARED ON THE MARKETING SCENE.
CRITICAL PATH METHOD HAS LED TO IMPORTANT GAINS AT DIAMOND ALKALI, INCLUDING GREATER SPEED AND EFFICIENCY IN THE LAUNCHING OF NEW PRODUCTS, BETTER MANAGEMENT CONTROL, IMPROVED COMMUNICATIONS, AND HIGHER MORALE. YET, AT THE SAME TIME IT POSES PROBLEMS OF ITS OWN THAT MANAGEMENT MUST SOLVE.

C748 EWING, DAVID W.
CORPORATE PLANNING AT A CROSSROADS.'
HARVARD BUSINESS REVIEW VOL. 45, 4, JULY-AUGUST, 1967, 8P.
PLANNERS, FORECASTS
WHILE EVIDENCE SHOWS THAT THE PLANNING MOVEMENT HAS GAINED MOMENTUM AND ACHIEVED A RESPECTABLE NICHE IN EXECUTIVE CIRCLES, NOT ALL BUSINESSMEN ARE COMPLETELY AT EASE WITH ITS FUNDAMENTAL CONCEPTS. THIS UNEASINESS IS DUE TO THEIR FAILURE TO ASK AND DEBATE THREE BOTHERSOME QUESTIONS THAT HAVE ACCOMPANIED PLANNING SINCE ITS START. THIS ARTICLE TACKLES THE QUESTIONS, WHAT IS THE PURPOSE OF PLANNING, WHAT ABOUT THE HUMAN ELEMENTS, AND SHOULD THE STRATEGIC OBJECTIVES BE BASED ON MARKET FORECASTS, TO SEE WHAT HAS GIVEN RISE TO THEM AND WHAT LIES AHEAD FOR BUSINESS PLANNERS.

C749 BRADY, RODNEY H.
COMPUTERS IN TOP-LEVEL DECISION MAKING.'
HARVARD BUSINESS REVIEW VOL. 45, 4, JULY-AUGUST, 1967, 10P.
MAKING, DECISION
THIS ARTICLE DEALS WITH A QUESTION THAT MANY

BUSINESSMEN HAVE BEEN WONDERING ABOUT FOR SOME TIME- HAS THE COMPUTER CHANGED THE MANNER, FORM OR CONTENT OF TOP MANAGEMENT DECISION MAKING. THE CONCLUSION REACHED IS THAT UP TO THE PRESENT THE COMPUTER HAS NOT HAD MUCH IMPACT ON TOP-LEVEL DECISION MAKING. IT HAS RESULTED IN TOP EXECUTIVES HAVING MORE TIME TO MAKE DECISIONS, MORE ALTERNATIVES TO CONSIDER, AND OTHER INDIRECT ADVANTAGES, BUT IT HAS NOT MATERIALLY AFFECTED THE WAY DECISIONS ARE MADE OR THE KINDS OF DECISIONS REACHED. LOOKING AHEAD, HOWEVER, THE AUTHOR SEES SOME GREAT CHANGES IN THIS SITUATION DURING THE DECADE OF THE 1970S. BY 1975, HE PREDICTS, THE COMPUTER WILL HAVE CHANGED TOP MANAGEMENT DECISION MAKING IN A NUMBER OF IMPORTANT RESPECTS.

C750 SCHIFF, J.S. SCHIFF, MICHAEL
NEW SALES MANAGEMENT TOOL - ROAM.'
HARVARD BUSINESS REVIEW VOL. 45, 4, JULY-AUGUST, 1967, 8P.
TRAINING, PROGRAM, EVALUATED

USUALLY MARKETING PROPOSALS ARE EVALUATED BY A RESTRICTED CONSIDERATION OF TWO FACTORS - REVENUE AND COSTS. RARELY DOES THE MARKETER DIRECT ATTENTION TO THE MANNER IN WHICH THE PROPOSALS MAY AFFECT HIS INVESTMENT IN INVENTORY AND ACCOUNTS RECEIVABLE. THIS ARTICLE PRESENTS A MAJOR FACTOR OFTEN IGNORED WHEN A COMPANY IS CONSIDERING A NEW PROPOSAL. THIS FACTOR HAS BEEN DUBBED ROAM, AN ACRONYM FOR -RETURN ON ASSETS MANAGED-. THIS ARTICLE ALSO DESCRIBES IN DETAIL A TRAINING PROGRAM FOR FIELD MARKETING MANAGERS IN WHICH THIS CONCEPT HAS BEEN TAUGHT WITH EVIDENT SUCCESS.

C751 EISENPREIS, ALFRED
WHAT MERCHANTS CAN LEARN FROM SCIENCE.'
JOURNAL OF RETAILING VOL.43, 1, SPRING, 1967, 6P.
ORGANIZATIONAL, EVALUATE

THIS ARTICLE CONTENDS THAT SCIENCE MAKES A CONTRIBUTION OF GREAT VALUE AND SIGNIFICANCE TO THE DISTRIBUTION INDUSTRY. THEORY AND PRACTICE ARE INTERLINKED IN AMERICAN DISTRIBUTION. TO EXPLORE WHAT MERCHANTS CAN LEARN FROM SCIENCE, FOUR BROAD GROUPINGS OF DISTRIBUTION ACTIVITIES ARE DISCUSSED. THE CHALLENGE OF CHANGING ORGANIZATIONAL STRUCTURE, CAPITAL INVESTMENT, MERCHANDISING, AND OPERATING ACTIVITIES ARE THE FOUR AREAS DISCUSSED.

STAFF SPECIALISTS AND OUTSIDE CONSULTANTS HANDLE THE PROBLEMS WHICH DIFFER BETWEEN COMPANIES. THE APPLICATION OF SCIENCE TO DISTRIBUTION MAY BE COSTLY, BUT GOOD MANAGEMENT CAN EVALUATE POTENTIAL COSTS AGAINST POTENTIAL REWARDS.

C752 KLEINMAN, B.D. SANDLER, S.L.
CPAS ROLE IN ACCOUNTING FOR ANTI-POVERTY PROGRAM GRANTS
THE NEW YORK CERTIFIED PUBLIC ACCOUNTANT, VOL.37, NO.9, SEPTEMBER, 1967, 6P.
PROGRAM, ORGANIZATIONS, COUNSEL, CONTROL, ADMINISTRATIVE

THE 1964 ECONOMIC OPPORTUNITY ACT AUTHORIZED SUBSTANTIAL ALLOTMENTS OF FUNDS TO LOCALITIES FOR APPROVED ANTI-POVERTY PROGRAMS. THESE FUNDS ARE ALLOTTED TO LOCAL ORGANIZATIONS -DELEGATE AGENCIES-. THIS ARTICLE DISCUSSES THE PROCEDURES FOR SUCH AN AGENCY TO RECEIVE A GRANT, THE ACCOUNTING AND OTHER REQUIREMENTS AND THE ROLE OF THE ACCOUNTANT AND HIS SERVICE. THE CPA CAN ASSIST IN PREPARING THE BUDGET WHICH MUST BE SUBMITTED TO THE LOCAL ADMINISTRATIVE AGENCY TO SECURE A GRANT. ALSO, HE CAN INSURE COMPLIANCE WITH THE GRANT, SET UP A SYSTEM OF INTERNAL CONTROL CONSISTENT WITH REGULATIONS, MAKE PERIODIC AUDITS, REVIEW REPORTS TO BE SUBMITTED TO THE ADMINISTRATIVE AGENCY AND COUNSEL WITH THE DIRECTORS OF THE AGENCY. THESE ANTI-POVERTY PROGRAMS OFFER THE CPA AN OPPORTUNITY TO SERVE IN THE AREA OF PUBLIC SERVICE.

C753 GRANT, C.B.S.
EDUCATIONAL TECHNOLOGY IN HIGH SCHOOLS A STATUS REPORT
DATA PROCESSING, VOL.9, 8, AUGUST, 1967, 2P.
PROGRAMMED, INNOVATION, EDUCATIONAL

THIS ARTICLE PRESENTS THE RESULTS OF A RECENT INVENTORY OF INNOVATIVE PRACTICES IN SECONDARY SCHOOLS. THE TECHNOLOGIES EXAMINED INCLUDED TELEVISION INSTRUCTION, PROGRAMMED INSTRUCTION, TEACHING MACHINES, LANGUAGES LABORATORIES, DATA PROCESSING EQUIPMENT, TELEPHONE AMPLIFICATION, AND SIMULATION OR GAMING. RESULTS ARE RELATED IN PERCENTAGE OF SCHOOLS IN INDIVIDUAL STATES OF BOTH HIGHEST AND LOWEST EDUCATIONAL TECHNOLOGY INNOVATION.

OVERALL, THE ADVANCE OF EDUCATIONAL TECHNOLOGY IN OUR SECONDARY SCHOOLS SEEMS ENCOURAGING AND THE FUTURE SHOULD EXPECT EVEN MORE WIDESPREAD USE OF THESE TECHNOLOGIES.

C754 GRIED, LOUIS
WILL SUCCESS SPOIL YOUR ORGANIZATION.'
DATA PROCESSING, VOL.9 8, AUGUST, 1967, 4P.
CONFLICT

A PRIMARY AREA OF CONCERN TO THE MODERN EXECUTIVE IS THE PROBLEM OF SURVIVAL OF HIS ORGANIZATION THROUGH TIME. THIS ARTICLE APPROACHES THIS PROBLEM AS ONE OF PREVENTING THE DECAY OR DETERIORATION OF THE ORGANIZATION. WHENEVER AN ORGANIZATION ISOLATES ITSELF FROM THE OBJECTIVE VALUES OF THE OUTSIDE ENVIRONMENT, WHETHER IT BE STABLE OR CHANGING, IT HAS TAKEN THE FIRST STEP TOWARD ITS DETERIORATION. A LARGE ORGANIZATION SHOULD NOT BE RELUCTANT TO CHANGE ITS METHODS, GOALS OR VIEWPOINTS. FOR ONLY WHEN A SYSTEM IS RESPONSIVE TO OUTSIDE INFLUENCES DOES IT PREVENT A CONFLICT OF GOALS LEADING TO DECAY.

THE THEME OF THIS ARTICLE IS ILLUSTRATED THROUGHOUT WITH EXAMPLES DRAWN FROM GOVERNMENTAL HISTORY. THE ARGUMENTS POINT OUT THAT SUCCESS CAN SPOIL AN ORGANIZATION IF THE WARNING SIGNS OF ORGANIZATIONAL DECAY GO UNDETECTED OR ARE IGNORED.

C755 ROTHERY, BRIAN
ASSESSING PROGRAMMING PROGRESS.'
DATA PROCESSING, VOL.9, 8, AUGUST, 1967, 2P.
PROGRAM, PLANNING, CONTROL

MANAGEMENT OF A PROGRAMING PROJECT INVOLVES TWO VITAL ELEMENTS -ASSESSMENT AND CONTROL. GOOD STANDARDS ASSURE THAT CONTROL IS ESTABLISHED. ASSESSMENT, HOWEVER, IS DEPENDENT UPON THE PLANNING PRIOR TO ESTIMATING THE PROGRAM LOAD IN ADDITION TO THE MEASUREMENTS TAKEN TO SEE THAT THE WORK IS PROGRESSING. THIS ARTICLE REPORTS ON SOME OF THE METHODS FOR MEASURING PROGRESS. THERE ARE MANY METHODS OF ASSESSING PROGRESS BUT THE BEST EMPLOY A STANDARD UNIT OF CONTROL.

THREE METHODS ARE EXPLAINED AND ILLUSTRATED. THE FIRST IS A PROGRESS CHART THAT COMPARES ELAPSED TIME AND PRODUCTIVE TIME. THE SECOND CHART SHOWS THE PROGRESS TREND AND STATISTICAL PROJECTIONS. THE THIRD CHART GIVES SOME LIGHT ON HOW THE PRODUCTIVE TIME IS CALCULATED. IN ALL CASES THE USE OF GOOD STANDARDS IS ESSENTIAL.

C756 MAYTZ, R.K.
CONGLOMERATE REPORTING AND DATA RELIABILITY.'
FINANCIAL EXECUTIVE VOL.XXXV, NO.9, SEPTEMBER, 1967, 6P.
INFORMATION, ANALYSIS

TO RECOMMENT THE RELEASE OF INFORMATION ABOUT THE OPERATIONS OF CONGLOMERATE COMPANIES BEYOND WHAT IS NOW GENERALLY REPORTED, WITHOUT A CAREFUL ANALYSIS OF THE LIMITATIONS OF SUCH DATA AND THE DIFFICULTIES AND EVEN DANGERS INHERENT IN THEIR USE, COULD LEAD TO SUBSTANTIAL PROBLEMS. THE PURPOSE OF THIS ARTICLE IS TO EXAMINE SOME OF THE PROBABLE LIMITATIONS OF SUCH REPORTING. IT HAS BEEN SUGGESTED THAT FOR REPORTING PURPOSES THE COMPANY BE SEPARATED INTO PARTS AND REPORTS BE PREPARED FOR EACH PART BUT THE VALUE OF THIS FOR POTENTIAL INVESTORS IS QUESTIONABLE. RESPONSES ARE GIVEN IN REGARD TO THE EXTENT THAT ALLOCATION OF COMMON COSTS AMONG PARTS OF A COMPANY POSE SIGNIFICANT PROBLEMS OF RELIABILITY IN RESULTING REPORTS. IT HAS BEEN PROPOSED THAT COMMON COSTS -COSTS THAT RELATE TO TWO OR MORE SEGMENTS OF THE COMPANY-, BE OMITTED FROM REPORTS TO REDUCE THE SUBJECTIVITY BROUGHT INTO DIVISONAL REPORTS DUE TO COMMON COST ALLOCATIONS.

C757 BRATTER, HERBERT
AT THE BANK DIRECTORS MEETING.'
BANKING VOL.LX, 2, AUGUST, 1967, 2P.
ORGANIZES, JOB

THIS ARTICLE PRESENTS SOME SUGGESTIONS FOR A BANK DIRECTOR TO HELP HIM FULFILL HIS JOB MORE COMPLETELY. BASICALLY THE BOARD OF DIRECTORS WILL FUNCTION IN A SATISFACTORY MANNER IF ITS MEMBERS ARE MADE AWARE OF THEIR DUTIES AND REALIZE THAT IT IS THEY WHO SHOULD ESTABLISH GENERAL POLICIES FOR THE BANK AND SEE THAT THOSE POLICIES ARE CARRIED OUT BY THE OFFICERS. MORE SPECIFICALLY A TYPICAL AGENDA IS OUTLINED WHICH ORGANIZES THE MEETINGS. LOOSE-LEAF BOOKS ARE SUGGESTED AS A WAY TO PRESENT DATA AT THE MEETINGS.

SINCE THE MAIN PURPOSE OF THE BOARD IS TO ESTABLISH AND REVIEW THE BANKS POLICIES, 12 FACTORS TO BE CONSIDERED IN ESTABLISHING LOAN POLICIES ARE LISTED. ANOTHER LIST PRESENTS IMPORTANT ASPECTS OF THE BANKS BUSINESS THAT SHOULD BE REGULARLY REVIEWED BY THE DIRECTORS. THIS ARTICLE INCLUDES ASPECTS OF A BANK DIRECTORS JOB THAT SHOULD BE RECOGNIZED.

C758 WILLIAMS, R.H.
SYSTEM 360 CODING TECHNIQUES.'
DATA PROCESSING, VOL.9, 8, AUGUST, 1967, 3P.
TESTING, PROGRAMMER, INDEXING, DOCUMENT, CONTROL, CODES

LIKE ALL TECHNICAL FIELDS COMPUTER PROGRAMMING TENDS TO DEVELOP MANY -TRICKS OF THE TRADE- WHICH ARE SELDOM DOCUMENTED, AND ALMOST NEVER COLLECTED TOGETHER IN A SINGLE DOCUMENT. THIS ARTICLE PRESENTS SUCH A COLLECTION OF TECHNIQUES FOR IBM 360 ASSEMBLY LANGUAGE CODING.

THE FIRST SECTION, WHICH CONSISTS OF CODING TECHNIQUES WHICH ALLOW THE PROGRAMMER TO UTILIZE THE 360 HARDWARE BETTER, INCLUDES CLEARING, TESTING, SWAPPING, GATES, ROTATION AND SHIFTING, INDEXING, BINARY ARITHMETIC AND CHARACTER MANIPULATIONS TECHNIQUES. THE SECOND SECTION DESCRIBES CONDITION CODES, SWITCHES, PARAMETERS AND DUMMY CONTROL SECTIONS, WHICH ARE SOME CONVENTIONS IN THE USE OF THE SYMBOLS FOR MORE EFFECTIVE UTILIZATION OF ASSEMBLER FACILITIES.

THIS ARTICLE SHOULD BE ESPECIALLY HELPFUL TO THOSE WHO ARE TRYING TO LEARN THE 360 ON THEIR OWN, BUT SHOULD ALSO BE USEFUL TO THE TRAINED 360 PROGRAMMER.

C759 BELSON, WILLIAM A.
TAPE RECORDING EFFECT ON ACCURACY OF RESPONSE IN SURVEYS
JOURNAL OF MARKETING RESEARCH VOL. IV, AUGUST 1967, 8P.
QUESTIONNAIRE, TYPESCRIPT

THIS ARTICLE REPORTS A STUDY OF THE EFFECTS ON THE ACCURACY OF SURVEY DATA OF TAPE RECORDING AN INTERVIEW. EMPIRICALLY MATCHED SAMPLES WERE USED EACH WITH A STANDARD QUESTIONNAIRE, BUT FOR ONE OF THEM A TAPE RECORDER WAS ALSO USED. THE QUESTIONS ASKED CONCERNED NEWSPAPER READERSHIP, AND DATA WERE AVAILABLE FROM ANOTHER SOURCE FOR VALIDATING THE REPLIES. FOR THE SAMPLE AS A WHOLE, THERE WAS NO LOSS IN ACCURACY BECAUSE OF TAPE RECORDING. HOWEVER, THIS MASKS REDUCED ACCURACY FOR THE UPPER SOCIAL GROUPINGS AND INCREASED ACCURACY FOR THE LOWER.

C760 PAUL, ROBERT BELL, ROBERT
DETERMINATION OF MANPOWER REQUIREMENTS IN VARIABLE ACTIVITIES
JOURNAL OF RETAILING VOL.43, NO.2, SUMMER 1967, 8P.
PLAN, MANPOWER, JOB, CONTROLLING

IT IS THE BELIEF OF THE AUTHORS THAT THE USE OF QUANTITATIVE STANDARDS AS A BASIS FOR SCHEDULING AND CONTROLLING WORK ASSIGNMENTS CAN INCREASE STORE PROFITS. THIS IS ACCOMPLISHED BY REDUCING LABOR COSTS.

THE RETAIL STORE IS ACCUSED OF FAILING TO ADJUST TO A SYSTEM OF WORK SCHEDULING THAT HAS LONG SINCE BEEN ADOPTED BY INDUSTRY. IN ORDER TO HANDLE PEAK BUSINESS LOADS DURING THE NOON-HOUR AND AFTER-WORK RUSH PERIODS, STORES REMAIN OVER-STAFFED FOR THE REMAINDER OF THE DAY. IN A RECENTLY TAKEN SURVEY IT WAS DISCOVERED THAT SALESMEN SPENT ONLY TWENTY-FIVE PER CENT OF THEIR TIME ENGAGED IN SELLING THE AUTHORS OFFER A PLAN BASED ON NEW DEFINITIONS OF JOB FUNCTIONS THAT WILL MAKE SIZABLE IN-ROADS INTO REDUCING THIS EXPENSE.

C761 KLEINSCHROD, W.A.

THE BIG NEW PUSH TO EDUCATE.'
ADMINISTRATIVE MANAGEMENT VOL.28, NO.8, SEPTEMBER, 1967, 5P.
TRAINING, JOB, EDUCATE, ADMINISTRATIVE

BUSINESS IS NOW, WILL BE, MUST BE, ALLOCATING INCREASING AMOUNTS OF TIME AND MONEY TO THE JOB OF MAKING ITS PEOPLE MORE COMPETENT. THE BIG EDUCATION PUSH IS DEMANDING THAT ADMINISTRATORS EXERT A GENERALIST MANAGERS KNOWLEDGE HERE. A KNOWLEDGE OF TRAINING TRAINERS AND TOOLS WITH WHICH TO WORK.

THE CRUCIAL NEED IN MOST FIRMS IS FOR A BETTER GRADE OF EXECUTIVE TALENT NEXT WEEK AND NO SUBSTANTIAL ABSENCE THIS WEEK.

THE SHORTAGE OF COMPETENT PEOPLE AT ALL LEVELS IS BUSINESS SEVEREST PROBLEM. IT IS THE ADMINISTRATIVE MANAGERS GREATEST CHALLENGE.

0762 WOODS, D.H.
A NEW PERSPECTIVE.'
FINANCIAL ANALYSTS JOURNAL, VOL.23, NO.4, AUGUST, 1967, 3P.
ORGANIZATIONAL, DECISION

ORGANIZATIONAL STRUCTURE SOMETIMES WEAKENS THE PROCESS OF INVESTMENT DECISION-MAKING BY FINANCIAL INSTITUTIONS. BY USING CONCEPTS OF MODERN DECISION THEORY, THE AUTHOR HOPES TO PROVIDE SOME INSIGHTS INTO THE PROBLEM OF INSTITUTIONAL INVESTMENT MANAGEMENT. INSTANCES ARE CITED OF THE DIFFICULTIES OF DECISION-MAKING UNDER CONDITIONS OF UNCERTAINTY. AN ORGANIZATIONAL MODEL CONSISTING OF PATTERN RECOGNITION, DECISION-MAKING, AND POLICY-MAKING IS USED FOR DESCRIPTIVE PURPOSES. SOME ASPECTS OF THE PROBLEM CAN BE APPROACHED BY PROBABILITY ESTIMATES AND A SHARPER FORMULATION OF MANAGEMENTS RISK JUDGEMENTS.

0763 DITZ, GERHARD W.
STATUS PROBLEMS OF THE SALESMEN.'
BUSINESS TOPICS VOL. 15, NO. 1 WINTER 1967. 10P.
TESTS, PSYCHOLOGICAL, JOB

THE TURNOVER AMONGST SALESMEN IS EXTREMELY HIGH. THE AUTHOR ATTEMPTS TO FIND THE REASON WHY MOST SALESMEN DO NOT SECURE A POSITION OF PERMANENCY. VERY FEW YOUNG MEN ASPIRE TO BE SALESMEN. IT IS THOUGHT TO BE A TRANSITION STEP BEFORE ENTERING THE MANAGERIAL RANKS. ONLY THE BLUE-COLLAR WORKER FINDS SELLING AS THE SOLUTION TO INCREASED STATUS.

IF A SALESMAN BECOMES PROFICIENT, INCOME BECOMES A MARGINAL CONSIDERATION AND HE IS SOON LOOKING FOR STATUS, WHICH CAN NOT BE FOUND IN HIS PRESENT JOB. THE USE OF PSYCHOLOGICAL TESTS TO SCREEN CANDIDATES FOR SELLING JOBS TENDS TO CLOUD THE ISSUE. WHILE THE AUTHOR OFFERS NO ANSWERS, HE DOES RAISE SOME VERY VALID QUESTIONS.

0764 RANDALL, JR. E.V.
MOTIVATION OF EMPLOYEES.'
BANKING, VOL.60, NO.3, SEPTEMBER, 1967, 4P.
POLICY COMMUNICATION

THE AUTHOR CRITICIZES UPPER MANAGEMENT FOR THEIR EMPLOYEE RELATIONSHIPS. HE CLAIMS COMPANIES HAVE PROPER GUIDES FOR EMPLOYEE MOTIVATION, YET OFTEN THESE GUIDES ARE IGNORED. DISCONTENT WITH EMPLOYEES APPEARS TO EXIST DUE TO LACK OF TWO-WAY COMMUNICATION WITHIN THE FIRM.

THE AUTHOR OFFERS A NEW POLICY WITH SEVERAL SUGGESTIONS OF HOW TO REGULATE THESE DIFFICULTIES. POSITIVE IDEAS REPLACE THE NEGLECTED ASPECTS OF THIS TOPIC.

0765 HINKLE, CHARLES L. KUEHN, ALFRED A.
HEURISTICS MODELS, MAPPING THE MAZE FOR MANAGEMENT.'
CALIFORNIA MANAGEMENT REVIEW, VOL.1, FALL, 1967, 9P.
DECISION-MAKING

AS MANAGEMENT SCIENCE EVOLVES, THE TWO INTERELATED CONCEPTS OF MODELS AND SYSTEMS ARE PROVING THEIR USEFULNESS IN ALL FUNCTIONAL AREAS OF BUSINESS. CERTAIN ASPECTS OF THE APPLICATION OF MATHEMATICAL MODELS TO BUSINESS PROBLEMS ARE PRESENTED HERE, WITH EMPHASIS ON THE MERITS OF HEURISTIC APPROACHES AS AIDS TO DECISION-MAKING. FIRST THE HISTORICAL USES OF MODELS ARE PRESENTED AND A HEURISTIC DEFINED WITH EMPHASIS ON THE VALUE OF SIMPLICITY. EXAMPLES OF LOCATING WAREHOUSES, ORDER CONSOLIDATION, TRUCK SCHEDULING AND AIRLINE SCHEDULING ILLUSTRATE SITUATIONS IN WHICH HEURISTIC DEVICES ARE BEING EMPLOYED WITH CONSIDERABLE SUCCESS.

FURTHER DISCUSSION EMBODIES CONSIDERATIONS OF REALITY, EFFICIENCY, AND COSTS, DIRECTED TOWARD READERS WHO HAVE MORE THAN JUST A CASUAL OR ACADEMIC INTEREST IN USING MODELS AND COMPUTERS IN PROBLEM SOLVING.

0766 STEINER, GEORGE A.
APPROACHES TO LONG-RANGE PLANNING FOR SMALL BUSINESS.'
CALIFORNIA MANAGEMENT REVIEW, VOL.1, NO, FALL, 1967, 14P.
SELECTING, PROGRAM, PLANNING, ANALYTICAL

THIS ARTICLE PRESENTS SOME NEW THOUGHTS ON LONG-RANGE PLANNING SPECIFICALLY DESIGNED TO ASSIST THE SMALL BUSINESSMAN. DISCUSSION FIRST ESTABLISHES THE NEED FOR LONG-RANGE PLANNING BY THE SMALL BUSINESS, AND THE PRESENT LACK OF IT. THE BASIC ANALYTICAL STEPS IN PLANNING ARE LISTED AND A MORE DETAILED PRESENTATION OF A NUMBER OF OPERATIONAL STEPS FOR PLANNING IS INCLUDED. SOME OF THESE OPERATIONAL STEPS ARE ASKING QUESTIONS, DETERMINING THE STRATEGIC FACTOR FOR SUCCESS, CHECK-OFF LISTS AND SELECTING CONCRETE KEY OBJECTIVES.

AS AN ILLUSTRATION OF THE PROPOSED PLANNING TECHNIQUE, A BRIEF DESCRIPTION OF AN ACTUAL COMPREHENSIVE PLANNING PROGRAM IS INCLUDED.

0767 WEINGARTEN, J.
THERES NO BUSINESS LIKE SEMINAR BUSINESS.'
DUNS REVIEW, VOL. 90, NO.3, SEPTEMBER, 1967. 5P.
SYMPOSIUM CONVENTION MEETINGS

IT IS EXTREMELY DIFFICULT FOR MANAGEMENT TO TELL WHETHER A SEMINAR WHICH HAS COST A COMPANY ANYWHERE FROM SEVERAL HUNDRED TO SEVERAL THOUSAND DOLLARS, JUSTIFIES THE EXPENSE, AND EVEN MORE IMPORTANT, THE OUTLAY OF VALUABLE EXECUTIVE TIME. NO MATTER HOW SUCCESSFUL THE SEMINAR, UNLESS THE INDIVIDUAL CLOSELY EXAMINES HIS MOTIVES FOR ATTENDING, MUCH OF THE MONEY OUTLAY IS LIKELY TO GO DOWN THE CORPORATE DRAIN. THE COMPANY SHOULD EXAMINE ITS MOTIVES FOR SENDING AN INDIVIDUAL. THE ARTICLE DISCUSSES THE SELECTION OF THE RIGHT MAN TO ATTEND SUCH SEMINARS. THE VARIOUS TYPES OF SEMINARS ARE DESCRIBED AND REFERENCE IS MADE TO THE SO-CALLED -HUMANITIES- SEMINARS WHICH COVER A WIDE ARRAY OF SUBJECTS.

0768 LARDAS N. P.
AND NOW A FEW WORDS ABOUT SIGNS.'
ADMINISTRATIVE MANAGEMENT VOL.28, NO.8, SEPTEMBER, 1967, 2P.
INFORMATION, ADMINISTRATIVE

A GREAT DEAL OF VARIED INFORMATION IS CONVEYED BY THE SIGNS, NAMEPLATES, AND DIRECTORY BOARDS THAT ARE USED EXTENSIVELY THROUGHOUT OFFICES TODAY. THESE SIGNS COMMUNICATE THE NAME OF A PERSON, THE LOCATION OF A DEPARTMENT OR A WORD OF CAUTION, AND IT IS OFTEN THE ADMINISTRATIVE MANAGERS RESPONSIBILITY TO BUY THE NECESSARY PRODUCTS AND SEE THAT THEY ARE PROPERLY USED.

THIS ARTICLE REVIEWS VARIOUS SIGN TYPES AND THE USES TO WHICH THEY MAY BE PUT.

0769 REAGAN, F.H.
TELETYPE PRODUCTS IN REVIEW.'
DATA PROCESSING VOL.9, 9, SEPT. 1967, 6P.
CONTROL, CODE

THIS ARTICLE IS A REVIEW OF TELETYPE CORPORATIONS EXTENSIVE LINE OF DATA COMMUNICATION EQUIPMENT. THE KEYBOARD PRINTER COMMUNICATIONS UNITS PRODUCED BY TELETYPE HAVE BECOME WELL KNOWN OVER THE YEARS. COMPONENTS CURRENTLY PRODUCED BY TELETYPE INCLUDE CHARACTER-AT-A-TIME PRINTERS, KEYBOARDS, PAPER TAPE READERS AND PUNCHES, EDGE-PUNCHED CARD READERS AND PUNCHED AND STATION CONTROL DEVICES.

DETAILED DESCRIPTIONS OF THE MODEL 37 KSR, TELESPEED 1200 EDC AND PUSH BUTTON DATA GENERATOR ARE PRESENTED. A CHART COMPARES TELETYPE EQUIPMENT ON THE BASIS OF FUNCTION, INPUT, OUTPUT, CODE LEVELS, SPEED AND APPROXIMATE PURCHASE PRICE.

0770 MECLIN, J.
AUDIO-VISUALS -NEW WAYS TO TEACH NEW SKILLS-.'
ADMINISTRATIVE MANAGEMENT VOL.28, NO. 8, SEPTEMBER, 1967 7P.
TRAINING, PROGRAMMED

ELECTRONIC BLACKBOARDS, VIDEOTAPE AND PROGRAMMED INSTRUCTION ARE ALL IN THE VANGUARD OF AUDIO-VISUAL TRAINING AIDS. TRADITIONAL AIDS LIKE PROJECTORS ARE NOW ABLE TO SHOW TWO OR MORE TYPES OF FILM, AND SOME DO IT IN LIGHTED ROOMS. NEW DEVICES ENABLE THE MANAGER TO MAKE HIS OWN TRANSPARENCIES, TO SUIT HIS FIRMS SPECIFIC TRAINING NEEDS. LOW PRICES AND PORTABILITY HIGHLIGHT THE NEW PRODUCTS.

THE MAJOR TYPES OF SCREENED MEDIA INCLUDE FILMSTRIPS, SLIDES, TRANSPARENCIES AND OPAQUE MATERIALS, IN ADDITION TO MOTION PICTURE FILMS. SEVERAL PROJECTORS ARE ABLE TO SHOW BOTH FILMSTRIPS AND SLIDES. OVERHEAD PROJECTORS ARE USED FOR TRANSPARENCIES. REAR PROJECTION UNITS PLACE THE PROJECTOR BEHIND RATHER THAN IN FRONT OF THE SCREEN, PERMITTING PORTABLE UNITS CONTAINED IN LECTERNS.

0771 SCHULTZ, RAYMOND G.
ADMINISTRATIVE ISSUES IN WORKMENS COMPENSATION.'
THE JOURNAL OF RISK AND INSURANCE VOL.34, NO.3, SEPT. 1967, 12P.
PROGRAM, ANALYSIS, ADMINISTERED

CALIFORNIA HAS RECENTLY UNDERGONE SOMETHING OF AN -AGONIZING APPRAISAL- OF ITS WORKMENS COMPENSATION SYSTEM IN THE HOPE OF ARRIVING AT SOLUTIONS TO ALLEGED MAJOR SHORT-COMINGS. THESE INCLUDE RISING VOLUME OF LITIGATION, SOME QUESTIONABLE ADMINISTRATIVE PRACTICES AND THE LACK OF AN EFFECTIVE VOCATIONAL REHABILITATION PROGRAM-. UNDERLYING THESE STATED PROBLEMS IS THE AREA OF RISING COST.

AN ANALYSIS IS MADE OF OTHER TYPES OF ADMINISTRATIVE SYSTEMS EMPLOYED IN THE UNITED STATES. THESE SUCCESSES APPEAR TO BE THE DIRECT PAYMENT OF STATE ADMINISTERED PROCEDURES FOUND IN WISCONSIN AND MICHIGAN. THESE SYSTEMS TO DATE HAVE AVOIDED HEAVY LITIGATION AND ACHIEVED A PROMPT, ACCURATE BENEFIT PAYMENT RECORD AT A RELATIVELY LOW ADMINISTRATIVE COST. SHOULD THE CALIFORNIA SYSTEM REVISIONS PROVE INEFFECTIVE, THE DIRECT-PAYMENT APPPROACH SHOULD BE CONSIDERED.

0772 WICKSTRUM, B.K.
MANAGERS MUST MASTER SOCIAL PROBLEMS.'
ADMINISTRATIVE MANAGEMENT VOL.28, NO.8, SEPT. 1967, 1P.
PROGRAM, PLANNING, PERSONNEL, MAKING

ONE OF THE GREAT CHALLENGES IN BUSINESS TODAY IS TO PREPARE FUTURE MANAGEMENT PERSONNEL FOR OPERATING THEIR FIRM IN A WORLD THAT WILL EXPECT BUSINESS MEN TO BECOME LEADERS IN THE FIELD OF SOCIAL CONSCIOUSNESS AS WELL AS TO CONCERN THEMSELVES WITH MAKING PROFITS. TOMORROWS MANAGEMENT WILL HAVE TO FACE AND RESOLVE A VARIETY OF SOCIAL PROBLEMS. AND THESE MAY BE AS SIGNIFICANT TO CORPORATE OPERATIONS AS DECISIONS ABOUT MARKETING, MANUFACTURING AND LONG-RANGE PLANNING.

TO PREPARE FUTURE MANAGEMENT, TO DEVELOP THEIR ABILITY IN HUMAN RELATIONS, MANAGEMENT TODAY CAN WORK IN TWO BASIC AREAS. FIRST, WE CAN PERSUDDE THE MORE THAN 50 -IN-RESIDENCE-, UNIVERSITY-RUN MANAGEMENT DEVELOPMENT COURSES TO EXPAND THEIR PROGRAMS DEALING WITH BUSINESS, SOCIETY AND HUMAN RELATIONS. SECOND, WE CAN BEGIN A LONG-RANGE PROGRAM TO DEVELOP MORE INTEREST AND THOUGHT ABOUT HUMAN RELATIONS IN OUR COMPANIES.

0773 MOLES, W.A.
SELLING THE ACCOUNTING SERVICES.'
MANAGEMENT ACCOUNTING VOL.44, NO.1, SEPT. 1967, 4P.
EDUCATE, ANALYZE

THIS ARTICLE SEES SALESMANSHIP AS ONE OF THE GREATEST CHALLENGES TO ACCOUNTANTS TODAY. ACCOUNTANTS HAVE A GOOD SERVICE PRODUCT BUT THEY HAVE NOT YET FULLY SUCCEEDED IN MARKETING THIS PRODUCT. THERE IS TOO MUCH EMPHASIS TODAY ON TECHNICAL PROFICIENCY AND AS A RESULT, THE AREA OF TOTAL SERVICE IS NEGLECTED. TOTAL SERVICES REFERS TO MORE THAN JUST TECHNICAL SERVICE. THE ARTICLE LISTS GUIDELINES FOR THE CORPORATION ACCOUNTANT TO FOLLOW SO THEY CAN INTERACT AND COMMUNICATE WITH OTHER COMPANY DEPARTMENTS IN ORDER TO

BETTER CONTRIBUTE TO THE WHOLE. THEY ARE -1- ADVERTISE YOUR SERVICE, -2- SPELL OUT YOUR SERVICE POTENTIAL, -3- EDUCATE, -4- AND MODERNIZE AND THEY ANALYZE YOUR TOTAL SERVICE EFFECTIVENESS. BY BECOMING MORE SERVICE ORIENTED, THE ACCOUNTANT CAN PLAY A GREATER ROLE ON THE MANAGEMENT TEAM.

C774 LACHTER, L.E.
HOW SEVEN FIRMS EDUCATE THEIR IN-OFFICE PERSONNEL.'
ADMINISTRATIVE MANAGEMENT VOL.28, NO.8, SEPT. 1967, 4P.
TRAINING SUPERVISORY PROGRAMS PERSONNEL MANPOWER EDUCATE

A GROWING NUMBER OF COMPANIES ARE DEVELOPING IN-OFFICE TRAINING PROGRAMS, AND THE TREND IS ACCELERATING. TWO BASIC REASONS FOR THESE PROGRAMS ARE -1. THAT SCHOOL GRADUATES -HIGH SCHOOL AN COLLEGE- NEED TRAINING TO FULFILL SPECIFIC COMPANY REQUIREMENTS, AND -2. THAT MANAGEMENT PERSONNEL ON ALL LEVELS HAVE TO BE AWARE OF NEW TECHNIQUES AND PROCEDURES.

BRIEF DESCRIPTIONS OF SOME OF THE TRAINING PROGRAMS IN EFFECT AT SEVEN CORPORATIONS ARE, INTERNATIONAL PAPER, KIMBERLY-CLARK, MANPOWER INC., PHILADELPHIA NATIONAL BANK, SCHERING CORP., STATE FARM INSURANCE AND WESTERN ELECTRIC.

EXPLAINED HERE ARE HOW THESE FIRMS TRAIN CLERICAL AS WELL AS MANAGEMENT PEOPLE. THERE IS THE ATTEMPT TO DEAL WITH THE LACK OF SKILLED PEOPLE. THERE IS ALSO THE EFFORT TO KEEP MANAGEMENT UP-TO-THE-MINUTE IN NEW SUPERVISORY TECHNIQUES.

C775 HARRELSON, F.A.
DOCUMENT YOUR DATA PROCESSING SYSTEM.'
MANAGEMENT ACCOUNTING VOL.44, NO. 1, SEPT. 1967, 7P.
PROGRAMMERS, DOCUMENT, ANALYSIS

SINCE DOCUMENTATION IS THE ESSENCE OF GOOD DATA PROCESSING A STANDARDS MANUAL MUST BE DEVELOPED TO GET THE MOST MILEAGE OUT OF DATA PROCESSING SYSTEM. A STANDARDS MANUAL IS WHERE ALL OUR GUIDELINES AND OPERATING PROCEDURES ARE OUTLINED IN DETAIL. THE MANUALS ARE DIVIDED INTO THREE SEGMENTS OF THE DATA PROCESSING FUNCTION -1. SYSTEMS ANALYSIS -2. PROGRAMMING -3. COMPUTER OPERATIONS. THE USE OF METHOD STANDARDS ALLOWS PROGRAMMERS TO REVIEW AND UNDERSTAND ONE ANOTHERS PROGRAMS MORE EASILY. IT ALSO PROVIDES A MEANS OF COMMUNICATION AMONG VARICUS PEOPLE INVOLVED IN DATA PROCESSING. THIS ARTICLE PRESENTS THE NEW ELEMENTS FOR APPROACH WHICH ENABLE US TO DOCUMENT OUR DATA PROCESSING SYSTEM WHICH WILL ENABLE US TO USE SUCH A SYSTEM MOST EFFECTIVELY.

C776 MOLES, W.A.
SYSTEMS DOCUMENTATION.'
MANAGEMENT ACCOUNTING VOL.44, NO.1, SEPT. 1967, 14P.
PROGRAMMERS, ORGANIZATION, INFORMATION, DOCUMENTATION, ANALYSTS

SYSTEMS DOCUMENTATION IS ONE OF THE FACTORS WHICH CAN CONTRIBUTE TO EXCESSIVE DELAYS AND LESS THAN ADEQUATE SERVICE. IT IS PRIMARILY A CATALOG OF INFORMATION, PRODUCED BOTH BY HUMANS AND MACHINES, DESCRIBING THE CHARACTERISTICS AND USE OF A SYSTEM OF COMPUTER PROGRAMS. THE COST OF CREATING AND MAINTAINING SYSTEMS DOCUMENTATION MUST BE WEIGHTED AGAINST THE PROFITS OF INCREASES EFFICIENCY OF ANALYSTS AND PROGRAMMERS AS WELL AS THE IMPROVEMENT IN USER SERVICES. THIS PAPER PRESENTS OUR CURRENT STATUS IN TERMS OF PEOPLE, SYSTEMS AND MACHINES, THE PROCEDURES WE USE TO IMPLEMENT AND MAINTAIN ARE SYSTEMS AND EXAMPLES AND DISCUSSIONS OF PROGRAMMING PRACTICES. THE PROPER ORGANIZATION AND MANAGEMENT OF SYSTEM DOCUMENTATION PROCEDURES CAN SUBSTANTIALLY INCREASE A COMPUTER DEPARTMENTS ABILITY TO PROVIDE SATISFACTORY SERVICE TO USERS OF A SYSTEM.

C777 RUTZIVK, M.A.
WORKER SKILLS IN CURRENT DEFENSE EMPLOYMENT.'
MONTHLY LABOR REVIEW VOL.90, NO.9, SEPT. 1967, 4P.
INFORMATION, ANALYSIS

AVAILABLE PUBLIC INFORMATION ON DEFENSE EXPENDITURES PROVIDES CONSIDERABLE KNOWLEDGE ON THE GENERAL PATTERN OF RESOURCE USE IN THE NATIONS DEFENSE EFFORT. MORE DETAILED ANALYSIS IS NEEDED TO UNDERSTAND THE COST IN TERMS OF REAL RESOURCES SUCH AS MINERAL, POWER, AND MORE IMPORTANT, THE SKILLS OF THE WORK FORCE.

THIS REPORT ESTIMATES THE WORK SKILL REQUIRED IN CIVILIAN DEFENSE RELATED EMPLOYMENT IN 1965 AND 1967, AND THE CHANGES THAT TOOK PLACE BETWEEN THESE PERIODS. THE STUDY PROVIDES INFORMATION ON A GROUP OF 53 DETAILED OCCUPATIONS, PRIMARILY IN THE PROFESSIONAL AND BLUE-COLLAR FIELDS.

C778 PRAG, B.R.
PREMIUM FUNDAMENTALS-RESEARCH.'
ADVERTISING AND SALES PROMOTION VOL.15, SEPT. 1967, 4P.
TEST, PROGRAMS, PLANNERS

THIS ARTICLE IS A GUIDE TO THE KINDS OF RESEARCH THAT CAN BE DONE BY PREMIUM PROMOTION PLANNERS. OBJECTIVES OF TESTING PREMIUM PROGRAMS INCLUDE A DETERMINATION OF CONSUMER APPEAL, OF ITS ABILITY TO SELL GOODS TO THE RETAILER, OF THE CONSUMER MOVEMENT OF YOUR PRODUCT FROM THE RETAIL OUTLET AND A TESTING OF TRADE ACCEPTANCE.

SOME OF THE TESTING TECHNIQUES DISCUSSED INCLUDE INTERVIEWING, DIRECT-MAIL, A SIDE-BY-SIDE STORE PANEL TEST, A MATCHED STORE PANEL AND A DISTRICT OR SALES TERRITORY TEST. THESE TECHNIQUES VARY IN EFFECTIVENESS AND EXPENSES AND CAN BE APPLIED FOR SPECIFIC CASES SINGULARLY, OR COMBINED DEPENDING ON THE PRODUCT.

C779 WEISS, E.B.
CORPORATIONS MUST BE FUTURE-ORIENTED.'
ADVERTISING AGE VOL.38, NO.1, OCT. 1967, 2P.
PLANNED, INNOVATION

THE AUTHOR CONTENDS THAT MOST OF OUR LARGE CORPORATIONS HAVE RIGID POLICIES FRAMED BY THE LEGAL DEPARTMENTS THAT WERE DELIBERATELY PLANNED TO DISCOURAGE THE SUBMISSION OF IDEAS BY NON-EMPLOYEES.

HE CONTENDS THAT MOTIVATION OF THE CHIEF EXECUTIVE IS THE FIRST STEP IN BRINGING ABOUT A TOTAL CORPORATE POLICY FOR CREATIVE THINKING. CITED ARE THREE MAIN STEPS TO BREAK THE BARRIER OF PRODUCTIVITY AND INNOVATION. THESE STEPS ARE ABSTRACTED FROM A SPEECH BY AUTHORITY DR. CARL BARNES.

C780 FRIEDMANN, JOHN
A CONCEPTUAL MODEL FOR THE ANALYSIS OF PLANNING BEHAVIOR.'
ADMINISTRATIVE SCIENCE QUARTELY, VOL.12, NO.2, SEPT. 1967, 28P.
PLANNING, INNOVATIVE, ANALYSIS

PLANNING IS DEFINED AS THE GUIDANCE OF CHANGE WITHIN A SOCIAL SYSTEM. A CONCEPTUAL MODEL IS PRESENTED AND HYPOTHESES ARE DERIVED AS A MEANS FOR ORDERING THE DATA OF EMPIRICAL RESEARCH INTO PLANNING PROCESSES. FOUR MODES OF PLANNING ARE DISTINGUISHED, -1. DEVELOPMENTAL -2. ADAPTIVE -3. ALLOCATIVE -4. INNOVATIVE. IN ADDITION, FORMS OF THOUGHT RELEVANT TO PLANNING, INSTITUTIONS FOR POLITICAL GUIDANCE AND CONFLICT RESOLUTION, AND TYPES OF IMPLEMENTATION PROCEDURES ARE DISCUSSED IN TERMS OF THEIR PROPER LEVEL AND POSITION WITHIN A COMPREHENSIVE SYSTEM.

C781 RUSHING, WILLIAM A.
EFFECTS OF INDUSTRY SIZE + DIVISION OF LABOR ON ADMINISTRATION
ADMINISTRATIVE SCIENCE QUARTELY VOL.12, NO.2, SEPT. 1967, 23P.
PERSONNEL, ADMINISTRATION

THE EFFECTS OF INDUSTRY SIZE -NUMBER OF PRODUCTION PERSONNEL- AND THE DIVISION OF LABOR -COMPLEXITY- ON THE RELATIVE NUMBER OF ADMINISTRATIVE PERSONNEL ARE EXAMINED FOR 41 INDUSTRIES. RESULTS SHOW THAT THE EFFECTS OF SIZE AND COMPLEXITY ARE INDEPENDENT AND OPPOSING -SIZE IS INVERSELY AND COMPLEXITY IS DIRECTLY ASSOCIATED WITH RELATIVE SIZE OF ADMINISTRATION-. AT THE SAME TIME, SIZE AND COMPLEXITY INTERACT -THE POSITIVE EFFECTS OF COMPLEXITY DECREASE AS SIZE INCREASES, AND THE NEGATIVE EFFECTS OF SIZE INCREASE AS THE DIVISION OF LABOR INCREASES-. THE INTERACTIVE EFFECT HOLDS ONLY FOR MANAGERIAL AND CLERICAL PERSONNEL, AND DOES NOT HOLD FOR PROFESSIONAL PERSONNEL. RESULTS ALSO INDICATE THAT WITH INCREASES IN THE DIVISION OF LABOR, PROFESSIONAL AND CLERICAL PERSONNEL MAY INCREASE AT A FASTER RATE THAN MANAGERIAL PERSONNEL.

C782 PONDY, LOUIS R.
ORGANIZATIONAL CONFLICT, CONCEPTS AND MODELS.'
ADMINISTRATIVE SCIENCE QUARTELY VOL.12, NO.2, SEPT. 1967, 25P.
ORGANIZATION, ANALYZED

THREE TYPES OF CONFLICT AMONG THE SUBUNITS OF FORMAL ORGANIZATIONS ARE IDENTIFIED, -1. BARGAINING CONFLICT AMONG THE PARTIES TO AN INTEREST-GROUP RELATIONSHIP, -2. BUREAUCRATIC CONFLICT BETWEEN THE PARTIES TO A SUPERIOR-SUBORDINATE RELATIONSHIP, -3. SYSTEMS CONFLICT AMONG PARTIES TO A LATERAL OR WORKING RELATIONSHIP. IN EACH OF THE THREE CASES, CONFLICT IS TREATED AS A SERIES OF EPISODES, EACH EPISODE INCLUDING STAGES OF LATENCY, FEELING, PERCEPTION, MANIFESTATION, AND AFTERMATH. THE ORGANIZATIONS REACTION TO CONFLICT IN EACH CASE IS ANALYZED USING THE BARNARD-SIMON MODEL OF INDUCEMENT-CONTRIBUTIONS BALANCE THEORY. OF PARTICULAR INTEREST IS WHETHER THE ORGANIZATION MEMBERS RESOLVE CONFLICTS BY WITHDRAWING FROM THE ORGANIZATION, BY ALTERING THE EXISTING SET OF RELATIONSHIPS, OR BY CHANGING THEIR VALUES AND BEHAVIOR WITHIN THE CONTEXT OF THE EXISTING RELATIONSHIPS.

C783 CHANEY, FRED B. TEEL, KENNETH S.
IMPROVING INSPECTOR PERFORMANCE WITH TRAINING AND VISUAL AID
JOURNAL OF APPLIED PSYCHOLOGY VOL.51, NO.4, 5P.
TRAINING, SELECTED, PROGRAM, EVALUATE, CONTROL

AN EXPERIMENTAL STUDY WAS PERFORMED TO EVALUATE, SINGLY AND IN COMBINATION, THE EFFECTIVENESS OF A 4-HR. TRAINING PROGRAM AND A SET OF VISUAL-AIDS DESIGNED TO IMPROVE THE PERFORMANCE OF 27 EXPERIENCED MACHINED-PARTS INSPECTORS. THE CRITERION USED WAS THE PERCENTAGE OF TRUE DEFECTS DETECTED IN A SELECTED SAMPLE OF MACHINED PARTS. FINDINGS INDICATED THAT A- USE OF TRAINING ALONE RESULTED IN A 32% INCREASE IN DEFECTS DETECTED, B- USE OF VISUAL AIDS ALONE RESULTED IN A 42% INCREASE, AND C- USE OF BOTH RESULTED IN A 71% INCREASE, WHILE D- PERFORMANCE OF THE CONTROL GROUP DID NOT CHANGE.

C784 PAINE, FRANK T. DEUTSCH, DONALD R. SMITH, RODNEY A
RELATIONSHIP BETWEEN FAMILY BACKGROUNDS AND WORK VALUES.'
JOURNAL OF APPLIED PSYCHOLOGY VOL. 51, NO. 4, AUGUST 1967 4P.
SATISFACTION, JOB, QUESTIONNAIRE

PREVIOUS EVIDENCE HAS INDICATED THAT WORK VALUES PLAY AN IMPORTANT ROLE IN VOCATIONAL CHOICE AND JOB SATISFACTION AND BEGIN TO STABILIZE IN ADOLESCENCE. THIS QUESTIONNAIRE STUDY FURTHER INVESTIGATED THE RELATIONSHIP BETWEEN FAMILY-BACKGROUND CHARACTERISTICS AND EXPECTED WORK VALUES FOR COLLEGE UNDERGRADUATES. DIFFERENT, DISTINCT, FAMILY-BACKGROUND PATTERNS, E.G., INCLUDING FAMILY INCOME, NUMBER OF TIMES MOVED, EMPHASIS ON DISCIPLINE, EMPHASIS ON MATERIAL THINGS, CLOSENESS OF FAMILY, ETC., EXISTED FOR THOSE YOUTHS WHO STRESS HUMANITARIAN SERVICE -HELPING OTHERS-, THOSE WHO STRESS SECURITY AND PLEASANT ASSOCIATIONS AND WORKING CONDITIONS, THOSE WHO EMPHASIZE PRESTIGE, RESPONSIBILITY, AND INDEPENCENCE, THOSE WHO STRESS CREATIVITY, AND THOSE WHO EMPHASIZE MONETARY BENEFITS.

C785 LINDSAY, CARL A. MARKS, EDMOND GORLOW, LEON
THE HERZBERG THEORY- A CRITIQUE AND REFORMULATION.'
JOURNAL OF APPLIED PSYCHOLOGY VOL. 51, NO. 4, AUGUST 1967, 10P.
TEST, SATISFACTION, JOB, QUESTIONNAIRE

A FORMAL STATEMENT OF THE HERZBERG THEORY WAS UNDERTAKEN WHICH SPECIFIED FUNCTIONAL RELATIONS BETWEEN THE VARIABLES OF INTEREST. A NONADDITIVE MODEL OF JOB-SATISFACTION WAS ADVANCED TO TEST THE RELATIONSHIPS. A COMPLETE 3X3X2 FACTORIAL DESIGN -MOTIVATORS HYGIENES EMPLOYEE CLASSIFICATION- WAS EMPLOYED TO TEST 3 HYPOTHESES CONCERNING THE VARIANCE ACCOUNTED FOR BY THE TREATMENT EFFECTS AND THE RELATIONSHIP OF THE INDEPENDENT AND DEPENDENT VARIABLES. TREATMENT EFFECTS WERE VARIED BY PRESENTING 18 GROUPS OF 15 INDUSTRIAL WORKERS EACH WITH

PAIRINGS OF DIFFERENT QUALITATIVE LEVELS OF JOB FACTORS IN A QUESTIONNAIRE FORMAT. THE 3 HYPOTHESES WERE SUPPORTED BY THE RESULTS, AND IT WAS CONCLUDED THAT HERZBERGS CONCEPTION OF JOB SATISFACTION AS BEING COMPRISED OF 2 UNIPOLAR CONTINUA SHOULD BE REEVALUATED.

0786 NEALEY, STANLEY GOODALE, JAMES
WORKER PREFERENCES AMONG TIME-OFF BENEFITS AND PAY.'
JOURNAL OF APPLIED PSYCHOLOGY VOL.51,NO.4, AUGUST 1967, 357P.
SATISFACTION, JOB
197 INDUSTRIAL WORKERS EXPRESSED THEIR PREFERENCES AMONG 6 PROPOSALS FOR ADDITIONAL PAID TIME OFF THE JOB. PREFERENCE FOR A COMPARABLE PAY RAISE WAS ALSO MEASURED. EXTRA VACATION WAS MOST PREFERRED WHILE A PROPOSAL TO SHORTEN THE WORKDAY WAS LEAST PREFERRED. THE PAY RAISE WAS 5TH IN PREFERENCE. DIFFERENCES IN PREFERENCE WERE RELATED TO SEX, AGE, MARITAL STATUS, AND JOB SATISFACTION. FOREMEN WERE ABLE TO PREDICT OVERALL WORKER PREFERENCES WITH HIGH ACCURACY.

0787 SMITH,WILLIAM
ACCURACY OF MANUAL ENTRIES IN DATA-COLLECTION DEVICES.'
JOURNAL OF APPLIED PSYCHOLOGY. VOL.51,NO.4, AUG.30,1967.
INFORMATION, CONTROLLED
THIS EXPERIMENT EXAMINED THE ACCURACY OF MANUALLY RECORDED MESSAGES SIMILAR TO THOSE ENCOUNTERED IN FIELD STUDIES ON THE ACCURACY OF DATA COLLECTION IN PRODUCTION INFORMATION SYSTEMS. THE HIGH EFFICIENCY IN CORRECTING ERRORS DETECTED AT THE TIME A MESSAGE WAS RECORDED AND THE RELATIVE CONTRIBUTIONS OF FORMAT AND CONTENT MISTAKES TO RESIDUAL ERROR FOUND IN FIELD STUDIES WERE SUFFICIENTLY UNIVERSAL THAT THEY WERE REPRODUCED AND CONFIRMED UNDER LABORATORY CONDITIONS. UNDER CONTROLLED CONDITIONS, MANUAL MESSAGES WHICH WERE 3, 6, AND 10-DIGITS LONG CONTRIBUTED SIGNIFICANTLY DIFFERENT QUANTITIES OF BOTH TOTAL AND RESIDUAL ERRORS, AFFECTING BOTH THE ABILITY TO DETECT AND CORRECT MISTAKES AT POINT OF ENTRY. ABOUT ONE-HALF OF ALL THE MISTAKES IN OBSERVED MANUAL MESSAGES UNDER FIELD AND LABORATORY CONDITIONS WERE CAUSED BY SINGLE-DIGIT SUBSTITUTION. TRANSPOSITION MISTAKES WERE MORE FREQUENTLY ENCOUNTERED IN THE LABORATORY THAN IN FIELD STUDIES.

0788 BROWN, REX V.
EVALUATION OF TOTAL SURVEY.'
JOURNAL OF MARKETING RESEARCH. VOL.4,NO.2, MAY 31,1967.11P.
INFORMATION, EVALUATION
THE EVALUATION OF TOTAL ERROR IN SURVEY FINDINGS IS LARGELY NEGLECTED. CONFIDENCE INTERVALS AND OTHER COMMON TOOLS DEAL ONLY WITH RANDOM AND OCCASIONALLY OTHER LIMITED ERRORS. THIS ARTICLE PRESENTS A NEW METHOD BY WHICH MARKET RESEARCHERS AND CLIENTS CAN INTERPRET THEIR INFORMATION AND JUDGMENT ABOUT ALL SURVEY ERRORS.

0789 KASSARJIAN, HAROLD H. NAKANISHI, MASAO
A STUDY OF SELECTED OPINION MEASUREMENT TECHNIQUES.'
JOURNAL OF MARKETING RESEARCH. VOL.4, NO.2, MAY 31,1967. 6P.
TEST-RETEST, SELECTED
THIS STUDY COMPARES SEVEN MARKETING RESEARCH METHODS FOR SELECTING A BRAND NAME. ALL METHODS INDICATE AN ADEQUATE, HIGH TEST-RETEST RELIABILITY. INTER-METHOD CORRELATIONS INDICATE THAT SIX OF THE SEVEN METHODS GENERATE NEARLY IDENTICAL RESULTS, AFFIRMING AN ASSUMPTION OFTEN MADE BUT SELDOM TESTED.

0790 CLELAND, DAVID I. MUNSEY, WALLACE
WHO WORKS WITH WHOM.'
HARVARD BUSINESS REVIEW VOL. 45, NO. 5, SEPTEMBER-OCTOBER, 1967, 7P.
ORGANIZATION, ANALYTICAL
TRADITIONAL CHARTING TECHNIQUES DEPICT ONLY FUNCTIONAL DEPARTMENTS AND FORMAL LINES OF AUTHORITY AND RESPONSIBILITY. AS THE COMPLEXITY OF ORGANIZATIONAL STRUCTURES CONTINUES TO INCREASE, NEW AND IMPROVED ANALYTICAL TOOLS ARE NEEDED TO KEEP PACE WITH THE CHANGES IN MANAGEMENT THEORY. IN THIS ARTICLE A SCHEMATIC DIAGRAM METHOD WHICH SHOWS NOT ONLY HOW AN ORGANIZATION IS FUNCTIONALLY STRUCTURED, BUT ALSO HOW IT OPERATES. THIS NEW METHOD OF CHARTING INTERPERSONAL RELATIONSHIPS INCORPORATES SYSTEMS THEORY TO PORTRAY OPERATING CHARACTERISTICS.

0791 WRAPP, H. EDWARD
GOOD MANAGERS DONT MAKE POLICY DECISIONS.'
HARVARD BUSINESS REVIEW VOL. 45, NO. 5, SEPTEMBER-OCTOBER, 1967, 9P.
PLANS, ORGANIZATION
IN THIS ARTICLE CHARACTERISTICS OF TOP EXECUTIVES ARE DESCRIBED AND DISCUSSED. THE SUCCESSFUL GENERAL MANAGER DOES NOT SPELL OUT DETAILED OBJECTIVES FOR HIS ORGANIZATION, NOR DOES HE MAKE MASTER PLANS. HE SELDOM MAKES FORTHRIGHT STATEMENTS OF POLICY. HE IS AN OPPORTUNIST, AND HE TENDS TO MUDDLE THROUGH PROBLEMS, ALTHOUGH HE MUDDLES WITH A PURPOSE. HE ENMESHES HIMSELF IN MANY OPERATING MATTERS AND DOES NOT LIMIT HIMSELF TO -THE BIG PICTURE.-
ALTHOUGH THESE AND OTHER CHARACTERISTICS DESCRIBED IN THIS ARTICLE RUN COUNTER TO MUCH OF THE LITERATURE AND TEACHING OF MANAGEMENT, THEY ARE SUPPORTED WITH A BACKGROUND OF EXPERIENCE AND OBSERVATION.

0792 FORD, NEIL M.
THE ADVANCE LETTER IN MAIL SURVEYS.'
JOURNAL OF MARKETING RESEARCH VOL.4, NO.2, MAY 1967, 3P.
QUESTIONNAIRE, RESPONSE-RATE
THE EFFECT OF THE ADVANCE LETTER WAS EXAMINED BY EXPERIMENTS DURING TWO MAIL SURVEYS. RESULTS SHOW THE ADVANCE LETTER SIGNIFICANTLY IMPROVED RESPONSE RATES. THE ADVANCE LETTER, HOWEVER, DID NOT EFFECT HOW FAST A QUESTIONNAIRE WAS RETURNED, HOW MANY QUESTIONS WERE NOT ANSWERED, AND HOW THE RESPONDENT ANSWERED THE QUESTIONS.

0793 BAILL, PETER B.
INDUSTRIAL ENGINEERING AND SOCIO-TECHNICAL SYSTEMS.'
THE JOURNAL OF INDUSTRIAL ENGINEERING VOL.18, NO.9, SEPT. 1967, 9P.
PERFORMANCE
THIS ARTICLE DISCUSSES THE RELATIONSHIP OF THE SOCIO-TECHNICAL CONCEPT TO THE PRACTICE OF INDUSTRIAL ENGINEERING. IT IS SEEN AS AN AID TO CLARIFYING AND RESOLVING DIFFERENCES IN THE VIEWS OF INDUSTRIAL ENGINEERS AND BEHAVIORAL SCIENTISTS ON THE IMPROVEMENT OF HUMAN PERFORMANCE AT WORK. THE HAWTHORNE EXPERIMENTS ARE EXAMINED IN DETAIL, AND COMPLETE EXAMPLES OF CURRENT RESEARCH POINTING TO THE INTERDEPENDENCE OF TECHNOLOGY AND SOCIAL RELATIONS ARE CITED.

0794 LALE, HANS J.
OPERATIONS RESEARCH AS A TOOL FOR DECISION-MAKING.'
THE JOURNAL OF INDUSTRIAL ENGINEERING VOL.18, NO.9, SEPT. 1967, 10P.
OPERATIONS-RESEARCH
A DISCUSSION OF OPERATIONS-RESEARCH IN RELATION TO DECISION-MAKING IS PRESENTED. THE CHARACTERISTICS OF OPERATIONS-RESEARCH ARE DEFINED, AND THE FORM AND CONTENT OF PROBLEMS WHICH ARE AMENABLE TO SOLUTION BY OPERATIONS-RESEARCH ARE DESCRIBED. MAJOR AREAS IN WHICH OPERATIONS-RESEARCH HAS BEEN SUCCESSFULLY APPLIED IN BUSINESS, INDUSTRY, AND GOVERNMENT ARE DISCUSSED, AND ELEVEN BASIC PROBLEM-SOLVING TECHNIQUES ARE OUTLINED. AN EXTENSIVE BIBLIOGRAPHY FOR THE INTERESTED READER IS GIVEN.

0795 EKEBALD,FREDERICK STASCH,STANLEY F.
CRITERIA IN FACTOR ANALYSIS.'
JOURNAL OF ADVERTISING RESEARCH,VOL.7,NO.3,SEPTEMBER 1967. 10P.
OPTIMIZATION, ANALYSIS
THE AUTHORS BELIEVE THIS ARTICLE IS NECESSARY DUE TO THE RECENT ATTENTION BEING GIVEN TO THE APPLICATION OF FACTOR ANALYSIS TO MARKETING PROBLEMS.
THE AUTHORS DESCRIBE THE BASIC FACTOR ANALYSIS MODEL, GIVING MATHEMATICAL EXAMPLES. THE PAPER NEXT FOCUSES ON THE IMPORTANCE OF OPTIMIZATION CRITERIA, NOTING WHICH CRITERIA ARE APPROPRIATE FOR DIFFERENT PROBLEM TYPES. AN EXAMINATION IS INCLUDED OF BOTH VARIMAX CRITERION AS WELL AS QUARTIMAX CRITERION.

0796 SEARS, D.O. FREEDMAN, J.L.
SELECTIVE EXPOSURE TO INFORMATION - A CRITICAL REVIEW.'
PUBLIC OPINION QUARTERLY VOL.31, NO.2, SUMMER 1967, 20P.
SELECTIVE, PSYCHOLOGICAL, INFORMATION
THIS ARTICLE REVIEWS THE LITERATURE ON SELECTIVE EXPOSURE TO INFORMATION AND REANALYZES PREVALENT THEORIES BY POINTING OUT EXISTING KNOWLEDGE REGARDING THE EXTENT TO WHICH COMMUNICATION BIAS AND ATTITUDES BIAS ACTUALLY CORRELATE, AND BY CONSIDERING OTHER FACTORS THAN ATTITUDE BIAS THAT MIGHT ACCOUNT FOR SELECTIVITY. IF ATTITUDE BIAS IS NOT A PRIME CAUSE OF SELECTIVITY, WHAT ABOUT THE DESIRE FOR SUPPORTIVE INFORMATION, FORCEFUL INFORMATION, FROM RELIEF FROM COGNITIVE DISSONANCE AND MANY OTHER FACTORS. IT CAN BE SAID THAT THERE IS SOME EVIDENCE OF DE FACTO SELECTIVITY YET A CONSIDERABLE AMOUNT OF EXPERIMENTAL RESEARCH HAS UNCOVERED NO GENERAL PSYCHOLOGICAL PREFERENCE FOR SUPPORTIVE INFORMATION. THE PARADOX IS THAT PEOPLE ARE IN FACT SELECTIVE, YET DISPLAY HERE A GENERAL PREFERENCE FOR SUPPORTIVE INFORMATION. THIS ARTICLE PROVIDES THE REASONS FOR THE PARADOX.

0797 MOOT, ROBERT C.
NEW SBA MORTGAGE PLAN HELPS SMALLER BANKS.'
BANKING VOL.60, NO.4, OCT. 1967, 1P.
PROGRAM, PLAN, INFORMATION, ADMINISTRATION
SMALLER BANKS IN RURAL AREAS CAN NOW HELP FINANCE COMMUNITY INDUSTRIALIZATION PROJECTS ON VIRTUALLY THEIR OWN TERMS, WITH NO RISKS, AND WITHOUT ANY GOVERNMENT PAPER WORK WHATSOEVER, UNDER A PLAN BY THE SMALL BUSINESS ADMINISTRATION.
THE AUTHOR FIRST EXPLAINS THE MECHANICS OF THIS PROGRAM AND ITS FUNCTIONS. DISCUSSED ARE THE REASONS THIS PLAN IS INSTITUTED. INCLUDED IS AN ADDRESS FOR FURTHER INFORMATION AND ALL INQUIRIES.

0798 KRAEMER, KENNETH L.
URBAN DATA PROCESSING.'
DATAMATION, VOL.13, NO.8, AUGUST 1967. 3P.
RECRUITING, ORGANIZATION
THIS ARTICLE CONCERNS ITSELF MAINLY WITH THE THIRD ANNUAL CONFERENCE AT NEW YORK UNIVERSITY DEALING WITH LOCAL GOVERNMENT AND THE COMPUTER. THE THEME OF THE CONFERENCE CENTERS AROUND THE IMPACT OF DATA PROCESSING ON LOCAL GOVERNMENT ORGANIZATION. THE CONSENSUS PRESENT AT THE CONFERENCE FOUND THE IMPACT TO BE VERY SLIGHT. THE MAJORITY OF THE REPORT DEALS WITH THE LACK OF UNDERSTANDING ON BEHALF OF LOCAL GOVERNMENT ON THE DESIGN AND ADAPTATION OF THE COMPUTER AS AN AID IN SOLVING PROBLEMS. ALSO DISCUSSED WAS THE POSSIBILITY OF INDUSTRY FAILING TO FORMULATE A PROPERLY DESIGNED COMPUTER TO MEET LOCAL GOVERNMENT NEEDS. MENTIONED AS A SIDE ISSUE WAS THE DIFFICULTY INVOLVED IN RECRUITING MEN CAPABLE OF FILLING MANAGERIAL ROLES WITH COMPUTER COMPANIES.

0799 LANDGRAF, WALTER E.
NEEDED- NEW PERSPECTIVE ON HEALTH SERVICES.'
HARVARD BUSINESS REVIEW VOL.45, SEPT-OCT. 1967, 9P.
HOSPITAL, CONTROL
OUTSTANDING BUSINESS, ECONOMIC, POLITICAL, AND SOCIAL AUTHORITIES ARE VIEWING WITH INCREASING CONCERN THE RAPID ACCELERATION OF VOLUNTARY HOSPITAL COSTS IN TODAYS SOCIETY, ESPECIALLY WHEN PRODUCTIVITY IMPROVEMENTS ARE SHOWING SIGNIFICANT UNIT COST REDUCTIONS IN ALMOST EVERY OTHER SEGMENT OF OUR ECONOMY. IN FOCUSING ATTENTION ON THE INCREASING DIFFICULTY AND COMPLEXITY OF THE PROBLEMS INVOLVED, THIS ARTICLE DISCUSSES WHY HEALTH SERVICES COSTS ARE RISING AND OFFERS POSITIVE SUGGESTIONS ABOUT WHAT SHOULD AND COULD BE DONE TO CONTROL, IF NOT REDUCE, THEM.

0800 SCHARRINGLAUSEN, DON
USING VIDEOTAPE FOR PROMOTION.'
ADVERTISING AND SALES PROMOTION VOL.15, OCT. 1967, 3P.

PLANS, ORGANIZATION
THIS ARTICLE PRESENTS VIDEOTAPE RECORDING AS A HARD CORE BUSINESS COMMUNICATIONS TOOL THAT HAS UNLIMITED POTENTIAL. SEMICONDUCTOR COMPONENTS DIVISION OF TEXAS INSTRUMENTS IS CITED AS AN EXAMPLE OF EXTENSIVE VIDEOTAPE USE. THIS FIRM USES VIDEOTAPE TO KEEP ITS SALES ENGINEERS INFORMED OF NEW PRODUCTS AND DEVELOPMENTS AND PLANS A FORMAL NATIONWIDE SALES FORUM TO COVER EACH PRODUCT AREA.
THE ORGANIZATION AND PRODUCTION OF THE TAPE RECORDING IS EXPLAINED. ADVANTAGES AND BENEFITS OF THE SYSTEM ARE ALSO INCLUDED.

0801 BACHRACK, S. SCOBLE, H.M.
QUESTIONNAIRE EFFICIENCY-CONTROLLED REDUCTION OF NON RESPONSE
PUBLIC OPINION QUARTERLY,VOL.31,NO.2, SUMMER 1967. 6P.
EDUCATION ADMINISTERED QUESTIONNAIRE MAIL
CONCERN OVER REPRESENTATIVE RESPONSE AND ITS ATTENDANT PROBLEMS HAS DETERRED MANY SOCIAL SCIENTISTS FROM USING THE MAILED QUESTIONNAIRE AS A SURVEY INSTRUMENT. THE PURPOSE OF THIS ARTICLE IS TO ADD ANOTHER TITLE TO THE BIBLIOGRAPHY ENUMERATING UNIQUE OR EFFECTIVE TECHNIQUES FOR ACHIEVING HIGH RESPONSE RATES TO MAIL QUESTIONNAIRES. SPECIFICALLY, IF THE RESEARCHER HAS REASON TO BELIEVE THAT THE UNIVERSE HE WISHES TO SAMPLE IS SKEWED AWAY FROM THE NORMAL ADULT POPULATION DISTRIBUTION IN THE DIRECTION OF GREATER FORMAL EDUCATION, HIGHER SOCIAL STATUS, AND/OR HIGHER INCOME THEN FOR SAMPLE SIZES OF LESS THAN 1,000 DATA POINTS, IT IS THE AUTHORS CONTENTION THAT A PROPERLY ADMINISTERED MAILED QUESTIONNAIRE CAN BE AS EFFICENT AS, AND CHEAPER THAN, USE OF THE PERSONAL INTERVIEW.

0802 FRIEDMAN,S.T. PIERCE JONES,J. BARRON, W.E. CALDWELL, B.S.
PROJECT HEADSTART,TEACHER INTEREST AND COMMITTMENT.'
PUBLIC OPINION QUARTERLY,VOL.31, NO.2, SUMMER 1967. 6P.
SOCIO-ECONOMIC ATTITUDES
IN THE SUMMER OF 1965 SEVERAL THOUSAND SCORES OF PRESCHOOL CHILDREN AND SOME 40,000 TEACHERS TOOK PART IN PROJECT HEADSTART. SEVERAL IMPORTANT QUESTIONS WERE ASKED CONCERNING TEACHERS OPINIONS OF THE PROGRAM. THE PURPOSES OF THIS PAPER WHICH USES AUTOBIOGRAPHICAL OPINION QUESTIONNAIRE DATA FROM 1,250 TEXAS TEACHERS, ARE TO DESCRIBE THE TEACHERS INITIAL -PRE HEAD-START- ATTITUDES TOWARD AND EXPECTATIONS FOR HEAD START AND TO RELATE THESE TO VARIATIONS AMONG TEACHERS IN EXPERIENCE WORKING WITH CHILDREN SIMILAR TO THOSE IN HEAD START. WE CAN CONCLUDE THAT TEACHERS EXPERIENCED IN WORKING WITH CHILDREN OF SIMILAR BACKGROUND TO THEMSELVES SHOWED GREATER CONFIDENCE IN THEIR ABILITY TO BE EFFECTIVE AND IN THE PROGRAM AS A WHOLE. SUCH FACTORS AS THE SOCIO-ECONOMIC ORIGINS OF THE TEACHERS AND THE MODE OF ENTRY INTO THE PROJECT DID NOT SUGGEST BASIC INFLUENCES OF THESE ON THE ATTITUDES OF THE VARIOUS SUBGROUPS COMPOSED.

0803 KNUDSEN,D.D. POPE,H. IRISH,D.P.
RESPONSE DIFFERENCES TO QUESTIONS ON SEXUAL STANDARD - AN INTERVIEW-QUESTIONNAIRE COMPARISON
PUBLIC OPINION QUARTERLY, VOL.31 NO.2, SUMMER 1967. 8P.
SELECTED, INFORMATION, QUESTIONNAIRE
ASCERTAINING ATTITUDES TOWARD NORMS THAT HAVE HIGH MORAL CONTENT IS DIFFICULT REGARDLESS OF THE SKILL OF THE RESEARCHER OR THE METHODS EMPLOYED TO OBTAIN SUCH INFORMATION. THE SELECTION OF QUESTIONNAIRES OR INTERVIEWING AS METHODS FOR COLLECTING DATA IS A PROBLEM. THIS PAPER OFFERS EVIDENCE TO SUPPORT THE CONTENTION THAT LARGE DIFFERENCES IN RESPONSE TO QUESTIONS HAVING NORMATIVE CONTENT MAY BE FOUND BETWEEN INTERVIEW AND QUESTIONNAIRE TECHNIQUES OF DATA COLLECTION. THIS STUDY USES THREE DIFFERENT SAMPLES OF WHITE WOMEN WHO WERE SELECTED BECAUSE THEY WERE OR HAD BEEN PREMARITIALLY PREGNANT FOR THE FIRST TIME. THEY PROVIDED ANSWERS TO QUESTIONS ABOUT THE NORMS THEY HELD CONCERNING PREMARITAL SEXUAL INTERCOURSE. THE PRIMARY CONCLUSION REACHED WAS THAT A LARGER PROPORTION OF INTERVIEW RESPONDENTS CLAIMED RESTRICTIVE NORMS - THOSE SUPPORTED BY THE SOCIETY AT LARGE.

0804 SEIDMAN,ROBERT N.
ANALYSIS OF COST BEHAVIOR FOR BUSINESS DECISIONS.'
THE NEW YORK CPA,VOL.37,NO.10,OCTOBER,1967. 7P.
DECISION, ANALYSIS
THE UTILIZATION OF COST-ACCOUNTING TECHNIQUES NOW EXTENDS TO VIRTUALLY EVERY OPERATING FUNCTION, AND COST DATA IS ACQUIRING NEW BUSINESS DECISION USES. THIS ARTICLE DE-' SCRIBES ONE USE- THE ANALYSIS OF THE BEHAVIORAL COMPACT OF COSTS ON VOLUME VARIATIONS AND ITS PROJECTION INTO PRICE ESTABLISHMENT DECISIONS. THE ARTICLE FIRST REVIEWS SOME BASIC FACTS CONCERNING COST BEHAVIOR. FINANCIAL DATA CAN NOW BE RESTATED IN TERMS OF COST BEHAVIOR AND SITUATIONS ARE CREATED WHICH DEMONSTRATE THE DIFFERENTIAL COST OR MARGINAL INCOME APPROACH. THE EXAMPLES SHOWN BRING OUT THE NECESSITY TO STUDY THE BEHAVIOR OF COSTS SO THAT PROPER CONCLUSIONS CAN BE DRAWN FOR ANY SET OF CIRCUMSTANCES. IT MUST BE REMEMBERED THAT FOR VARYING SETS OF CIRCUMSTANCES COST CANNOT BE PIGEONHOLED INTO FIXED OR VARIABLE AND NON-CLASSIFICATION OF EXPENSES AS TO TYPE AND FUNCTION SHOULD BE KEPT AT A MINIMUM.

0805 CHAMBERS, R.J.
UNIFORMITY IN ACCOUNTING.'
THE NEW YORK CPA,VOL.37,NO.10,OCTOBER 1967. 8P.
RULES, INFORMATION
THIS ARTICLE TAKES THE POSITION THAT UNIFORMITY IN ACCOUNTING IS A VITAL GOAL AND ONE WITHIN THE POSSIBILITY OF ACCOUNTANTS TO REACH. ALTHOUGH FIRMS ARE DIVERSE, THEIR GENERAL OBJECTIVES ARE USUALLY SIMILAR. FURTHERMORE, THE DEMAND FOR FACTUAL KNOWLEDGE IS GENERAL AND EXTENSIVE AND FINANCIALLY, FIRMS HAVE MANY THINGS IN COMMON. CLEARLY, ON FINANCIAL POSITION AND RESULTS WE NEED FACTUAL INFORMATION SO THAT WE CAN MAKE THE COMPARISONS WHICH HELP US TO DISTINGUISH THE GOOD FROM THE POORER AND THE BAD, FINANCIALLY. THE USERS OF FINANCIAL INFORMATION SHOULD ALL HAVE THE SAME CONCEPT OF INCOME AND INVESTMENT. THIS ARTICLE DIFFERENTIATES BETWEEN THE UNIFORMITY OF DETAILS OF OPERATION AND CONFORMITY OF EFFECTS, THE FORMER RELATING TO ALLEGIANCES TO BOOKKEEPING RULES WHICH HAVE OBSCURED THE FACT THAT MANY ALTERNATIVE RULES ARE DIVERSE IN EFFECT AND HAS LED TO THE ELEVATION OF MERE CONSISTENCY OF APPLICATION TO A LEVEL IT DOES NOT DESERVE.

0806 SCHODERBEK, PETER P. DIGMAN, LESTER A.
THIRD GENERATION PERT/LOB.'
HARVARD BUSINESS REVIEW VOL.45, NO.5, SEPT.-OCT., 1967, 11P.
PROGRAM, PLAN, PERT, EVALUATION, CONTROL
THE NEW TECHNIQUE DESCRIBED IN THIS ARTICLE, PERT/LOB, IS SIGNIFICANT TO MANAGEMENT BECAUSE IT EXTENDS THE POTENTIALS OF PERT, -PROGRAM EVALUATION AND REVIEW TECHNIQUE-, AND LOB, -LINE OF BALANCE-, FOR PLANNING AND C ONTROL. WHEREAS PERT IS USEFUL MAINLY IN THE INITIAL DEVELOPMENT OF A NEW PRODUCT, CONSTRUCTION, OR ITEM OF MILITARY HARDWARE, AND WHEREAS LOB IS USEFUL MAINLY IN THE PRODUCTION STAGE, PERT/LOB IS VALUABLE IN THE MANY ACTIVITIES BETWEEN RESEARCH AND DEVELOPMENT AND QUANTITY PRODUCTION. IN THIS ARTICLE THE BASIC PRINCIPLES OF LOB AND PERT-LOB ARE DESCRIBED AND IT IS SHOWN HOW THE NEW TECHNIQUE WOULD BE USED IN A SPECIFIC CASE TO HELP EXECUTIVES PLAN AND CONTROL WORK ON A PROJECT.

0807 ASH, R.L.
MANAGEMENT IN REVOLUTION.'
FINANCIAL EXECUTIVE,VOL.35,NO.10,OCTOBER 1967, 5P.
ORGANIZATIONS, INNOVATING
WE ARE NOW IN A SOCIO-ECONOMIC REVOLUTION WHICH WILL DWARF THE INDUSTRIAL REVOLUTION OF A SHORT TIME AGO. THIS ARTICLE ASKS THE QUESTION -OF WHAT SIGNIFICANCE IS IT TO BUSINESS.- OUR INDUSTRIAL ORGANIZATIONS MUST BE AT THE FOREFRONT OF THIS TECHNOLOGICAL REVOLUTION DYNAMICALLY INNOVATING AND CREATING CHANGE WHILE NOT RESISTING IT. THE BUSINESS ENTITY OF THE FUTURE IS DESCRIBED AS WELL AS THE CHARACTERISTICS OF THE NEW MANAGER OF THIS ENTITY. HE MUST BE INTREPRENEURIAL BY ATTITUDE AND INSTINCT. A GUIDELINE FOR THE FUTURE MANAGER IS SET UP WITH 17 DOS. THE NEW MANAGER SHOULD FOLLOW THESE. BUSINESS MANAGEMENT MUST COURAGEOUSLY STEPUP ITS OWN REVOLUTION WHILE THERE STILL IS TIME.

0808 ROBINS, W.R.
MODEL OF FINANCIAL ADMINISTRATION.'
FINANCIAL EXECUTIVE VOL.35, NO.10, OCT. 1967, 6P.
PLAN, ADMINISTRATION
THIS ARTICLE DESCRIBES A SYSTEMATIC WAY OF DIVIDING UP FINANCIAL MANAGEMENT INTO THE FINANCIAL GOALS, AND POLICIES TO ACHIEVE THOSE GOALS. THIS IS PRECISELY THE ROLE OF A FINANCIAL PLAN, TO BREAKDOWN A COMPANY INTO ITS BASIC POLICIES AND THEN TO ASK, WILL OUR POLICIES ACHIEVE OUR GOALS. WHAT IS SIGNIFICANT FOR A COMPANY IS THE GROWTH RATE OF EARNINGS PER SHARE. ONCE GOALS ARE SET, MANAGEMENT MUST SET DOWN APPROPRIATE POLICIES. THE FIVE POLICY AREAS WITH THE RATIOS THEY ARE MEASURED BY ARE AS FOLLOWS -DIVIDEND PAYOUT DIVIDENDS- DIVIDED BY EARNINGS, SALES MARGIN-EARNINGS DIVIDED BY SALES, ASSET TURNOVER-SALES DIVIDED BY ASSETS, LEVERAGE-ASSETS DIVIDED BY EQUITY AND BOOKVALUE-EQUITY DIVIDED BY SHARES. BY SPECIFYING EACH OF THE FIVE FINANCIAL POLICIES, THE FINANCIAL PLANS CAN BE MADE CONSISTENT. THE MAJOR VARIABLES AND THEIR RELATIONSHIPS ARE MADE EXPLICIT SO THAT MANAGEMENT CAN SEE THE EFFECT OF A CHANGE IN ONE POLICY OR ANOTHER.

0809 COLLCUTT, R.H. READER, R.D.
CHOOSING THE OPERATIONAL RESEARCH PROGRAMME FOR B.I.S.R.A..'
OPERATIONAL RESEARCH QUARTERLY VOL.18, NO.3, SEPT. 1967, 23P.
SELECTION, PROGRAMMER, PLAN, ORGANIZATION, EVALUATING
THIS PAPER EXAMINES SOME IMPORTANT PROBLEMS IN THE EVALUATION AND SELECTION OF RESEARCH PROJECTS, WITH PARTICULAR REFERENCE TO OPERATIONAL RESEARCH PROJECTS IN A CENTRAL INDUSTRY RESEARCH ORGANIZATION. A METHOD FOR PROJECT EVALUATION IS SUGGESTED WHICH PROVIDES DATA SUITABLE FOR USE IN A POWERFUL AND FLEXIBLE FORMAL PROCEDURE FOR PROJECT SELECTION. IN EVALUATING A PROJECT, ASSESSMENT OF RESOURCE REQUIREMENTS IS BASED ON A PROBABLISTIC NETWORK PLAN OF THE PROJECT, AND THE ESTIMATES OF BENEFITS ARE DERIVED FROM THE MARGINAL EFFECTS ON THE INDUSTRY OF PERFORMING OR NOT PERFORMING THE PROJECT, USING DISCOUNTED CASH FLOW TECHNIQUES. THE PROCEDURE FOR PROJECT SELECTION CHOOSES NOT ONLY THE PROJECTS TO BE UNDERTAKEN, BUT ALSO THE TEAM SIZES THAT SHOULD BE USED. A WIDE VARIETY OF CONSTRAINTS CAN BE IMPOSED ON THE SYSTEM TO REFLECT DIFFERENT ASPECTS OF MANAGEMENT POLICY OR OTHER SPECIAL FACTORS.

0810 LEDLEY, ROBERT S.
COMPUTER AIDS TO CLINICAL TREATMENT EVALUATION.'
OPERATIONS RESEARCH VOL.15, NO.4, JULY 1967, 12P.
PROGRAMMING, MEDICAL, EVALUATION
THE PRIMARY PURPOSE OF THIS PAPER IS TO DISCUSS PRECISE MATHEMATICAL FORMULATIONS OF THESE PROBLEMS AND TO DESCRIBE COMPUTER AIDS TO THEIR SOLUTION. FIRST, THE USE OF DYNAMIC PROGRAMMING IS DISCUSSED AS AN APPROACH TO THE MATHEMATICAL FORMULATION OF THE DIAGNOSTIC-TREATMENT CYCLE. THEN THE USE OF BAYES FORMULA WILL BE DISCUSSED AS AN AID TO THE COLLECTION OF TREATMENT-EVALUATION DATA. FINALLY, A COMPUTER SYSTEM FOR AN OUTPATIENT CLINIC IS DESCRIBED. IT IS IMPORTANT TO NOTE THAT ALTHOUGH WE SUGGEST BASIC MATHEMATICAL CHARACTERIZATIONS OF THESE PROBLEMS, EACH PARTICULAR MEDICAL SPECIALTY, AND FREQUENTLY EACH PARTICULAR TREATMENT, REQUIRES SPECIFIC ADAPTATIONS OF THE METHODS IN ORDER TO TAKE CARE OF SPECIAL PROBLEMS THAT FREQUENTLY ARISE.

0811 HESS, SIDNEY W.
THE USE OF MODELS IN MARKETING TIMING DECISIONS.'
OPERATIONS RESEARCH VOL.15, NO.4, JULY 1967, 18P.
RULES, MAKING, DECISION
TWO CASES ILLUSTRATE THE UTILITY OF SIMPLE MODELS TO AID PRICING OF OBSOLESCENT PRODUCTS. BOTH MODELS YIELD

SURPRISINGLY SIMPLE, EASILY IMPLEMENTED DECISIONS RULES. THEY DEMONSTRATE THAT -BACK OF THE ENVELOPE- MODELING CAN STILL HELP MANAGEMENT DECISION MAKING.

0812 PAUL, ROBERT J.
DETERMINATION OF PERFORMANCE FOR NONREPETITIVE ACTIVITIES
JOURNAL OF RETAILING, VOL.43, NO.3, FALL 1967. 8P.
PLAN EVALUATING CONTROL STANDARDS

STANDARDS FOR EVALUATING THE PERFORMANCE OF PERSONS ENGAGED IN REPETITIVE LABOR OPERATIONS HAVE LONG BEEN UTILIZED TO PLAN AND MEASURE PRODUCTION AND TO CONTROL MANUFACTURING COSTS. WITH THE ADVENT OF INCREASED MECHANIZATION AND THE GREATER EMPHASIS ON SERVICES, ATTENTION IS SHIFTING TO A CLOSER EXAMINATION OF SERVICE ACTIVITIES AND VARIABLE TASKS WHERE FORMAL STANDARDS TRADITIONALLY HAVE NOT BEEN APPLIED. THIS HAS BEEN DUE TO HIGH COST OF EXAMINATION AND MEASUREMENT.

THIS ARTICLE IS A SUMMARY OF INVESTIGATION INTO METHODS FOR THE DETERMINATION OF VALID, OBJECTIVE PERFORMANCE-EVALUATION STANDARDS FOR NONREPETITIVE AND SERVICE ACTIVITIES. THE AUTHOR NOT ONLY OFFERS THIS METHOD, BUT POINTS OUT ADVANTAGES OF SUCH A POLICY. THE BENEFITS THAT CAN BE DERIVED MAKE THE METHOD WORTH CONSIDERING.

0813 SIBBALD, JOHN R.
USING THE SERVICES OF PROFESSIONAL SOCIETIES.'
MANAGEMENT REVIEW VOL.56, NO.10, OCT. 1967, 7P.
RECRUITING PLACEMENT

IT APPEARS THAT MANY CORPORATIONS ARE NOT TAKING ADVANTAGE OF ALL RECRUITING OPPORTUNITIES. MANY FAIL TO CONSIDER USING THE SERVICES OF PROFESSIONAL SOCIETIES. OFTEN THEY CHARGE A MODEST FEE, AND ATTEMPT ONLY TO BRING TOGETHER EMPLOYER AND EMPLOYEE.

THE ARTICLE DESCRIBES THE FIVE MOST COMMON FORMS OF SERVICE THAT THE SOCIETIES OFFER. A DIRECTORY IS INCLUDED LISTING SOCIETIES WHICH PLACE REGISTRANTS WITH A RANGE OF BACKGROUNDS OF INTEREST TO MOST BUSINESS EMPLOYERS.

THE ARTICLE CONCLUDES WITH A SERIES OF TIPS SO THEY CAN ACHIEVE BETTER RESULTS WHEN USING THE PLACEMENT SERVICES OF THE PROFESSIONAL SOCIETY.

0814 LEVY, ROBERT
THE GO-GO WORLD OF THE RISK MANAGER.'
DUNS REVIEW VOL.90, NO.5, NOV. 1967, 4P.
PLANT, CONTROL

A NEW POSITION APPEARS TO BE EMERGING IN THE GIANTS OF INDUSTRY. THIS IS THE RISK MANAGER. HE WORKS ON SPECIAL PROJECTS, USUALLY THE INTRODUCTION OF NEW PROJECTS. HE IS A COUNTERPART OF THE CHIEF EXECUTIVE OF A NEWLY FORMED COMPANY AND HE IS GIVEN FULL RESPONSIBILITY AND AUTHORITY FOR ALL ASPECTS OF THE VENTURE, INCLUDING TECHNOLOGY, MANUFACTURING AND MARKETING. ANSWERABLE ONLY TO THE CHIEF EXECUTIVES, HE HAS VIRTUAL CONTROL OVER THE ASSEMBLY OF BOTH PEOPLE AND THE PLANT NECESSARY TO COMPLETE THE VENTURE.

THE ARTICLE CONTINUES TO CITE AREAS WHICH INFLUENCED THE FORMING OF THIS ROLE. IN CONCLUSION SEVERAL COMPANIES REPORT ON THE RESULTS THAT THEY HAVE OBTAINED.

0815 KECK, GEORGE E.
A BLUEPRINT TO BUILD EXECUTIVES.'
DUNS REVIEW VOL.90, NO.5, NOV. 1967, 3P.
PERSONNEL, EVALUATION

THIS ARTICLE WRITTEN BY THE PRESIDENT OF UNITED AIR LINES DEALS WITH THE DEVELOPMENT OF MANAGERS. FIRST THE DISCUSSION CENTERS AROUND A FUNCTIONAL DEFINITION OF WHAT ACTUALLY IS MEANT BY THE TERM -MANAGER-.

NEXT, THE AUTHOR RELATES THE PROCESS THAT HE USES. EMPHASIZED IS THE ROLES PLAYED BY SUBORDINATES IN LOCATING TALENT. STRESSED IS THE EVALUATION OF PERSONNEL, BOTH IN THE DEPARTMENT REQUIRING A NEW MANAGER, AS WELL AS OTHER DEPARTMENTS WITHIN THE COMPANY.

0816 METZ, CHARLES J.
HOW TO TAP THE POOL OF U.S. TRAINED FOREIGN STUDENTS.'
MANAGEMENT REVIEW VOL.56, NO.10, OCT. 1967, 7P.
RECRUITMENT SELECTION

MOST LARGE COMPANIES WITH EXTENSIVE INTERNATIONAL OPERATIONS WOULD LIKE TO KNOW THE NAMES AND LOCATIONS OF WELL-TRAINED FOREIGN NATIONALS WHO SPEAK ENGLISH WELL, AND HAVE SOME FAMILIARITY WITH AMERICAN STANDARDS OF DOING BUSINESS. IT IS FOR THIS REASON THE INSTITUTE OF INTERNATIONAL EDUCATION CAN BE VERY HELPFUL.

THE TIE IS A PRIVATE, NONPROFIT AGENCY WHICH WILL HELP AMERICAN COMPANIES IDENTIFY AND LOCATE FOREIGN CITIZENS WITH SPECIFIC QUALIFICATIONS WHO HAVE BEEN EDUCATED IN THE UNITED STATES. THE ARTICLE DEALS WITH THE DIFFERENT BREAKDOWN OF CATEGORIES THAT ARE OFFERED TO BUSINESS, AND THE WAYS INDUSTRY HAS UTILIZED THIS SERVICE.

0817 MAO, JAMES C.T.
ESSENTIALS OF COMPUTER SIMULATION.'
FINANCIAL EXECUTIVE VOL.35, NO.1 OCT. 1967, 5P.
MAKING, EVALUATING, DECISION

THE PURPOSE OF THIS ARTICLE IS TO EXPLAIN THE ESSENTIALS OF COMPUTER SIMULATION IN LESS TECHNICAL LANGUAGE. WITH THE DEVELOPMENT OF MODERN ELECTRONIC COMPUTERS, SIMULATION PROMISES TO BE AN IMPORTANT TOOL FOR DECISION MAKING. SIMULATION MAYBE DEFINED AS THE TECHNIQUE OF EVALUATING THE MERITS OF ALTERNATIVE COURSES OF ACTION THROUGH EXPERIMENTATION PERFORMED ON A MATHEMATICAL MODEL REPRESENTING THE DECISION-MAKING SITUATION. THREE STEPS OF SIMULATION ARE OUTLINED. THEY ARE -1. MATHEMATICAL MODEL CONSTRUCTION -2. EXPERIMENTATION PERFORMED ON THE MATHEMATICAL MODEL AND -3. EVALUATION OF THE EXPERIMENTAL FINDINGS. AN APPLICATION OF SIMULATION IS SHOWN. IT IS USED TO DETERMINE FIRMS RISK OF INSOLVENCY. SIMULATION CAN ALSO BE USED TO FORMULATE FINANCIAL DECISIONS IN AREAS OF DIVIDEND POLICY, CAPITAL STRUCTURE, SHORT TERM FINANCING AND CAPITAL EXPENDITURES.

0818 GRANT, C.B.S.
RCA MOVES WEST SHIPS INSTRUCTIONAL SYSTEM EAST.'
DATA PROCESSING VOL.9, OCT. 1967, 2P.
ORGANIZATIONAL, EDUCATION

THIS ARTICLE REPORTS ON ONE OF THE NEWEST COMPUTER-BASED INSTRUCTION SYSTEMS. LOCATED IN PALO ALTO, THE NEW INSTRUCTIONAL SYSTEMS ACTIVITY OF RCA HAS SHIPPED ITS FIRST COMPUTER-BASED INSTRUCTIONAL SYSTEM TO NEW YORK CITY FOR USE IN 15 PUBLIC SCHOOLS. THE KEY TO INSTRUCTIONAL SYSTEMS IS CURRICULUM MATERIAL -AND THE ARRANGEMENTS RCA HAS WITH CONSULTANTS AND PUBLISHING GROUPS IS EXPLAINED-.

THE ORGANIZATIONAL SET UP, THE STUDENT USE, AND THE TEACHING ADVANTAGES OF COMPUTER-BASED INSTRUCTIONAL SYSTEMS ARE EXPLAINED. THIS IS JUST THE BEGINNING, THE FUTURE OF EDUCATION SEEMS IN FOR SOME BIG CHANGES.

0819 ROTHERY, BRIAN
SPECIALIZATION AND PROGRAMMING.'
DATA PROCESSING VOL.9, OCT. 1967, 2P.
PROGRAMMING, CONTROL, ANALYST-PROGRAMMER

A DISCUSSION OF THE DIFFERENCES BETWEEN PROJECT AND PROCESS MANAGEMENT, WITH REGARD TO THEIR ADVANTAGES AND DISADVANTAGES IN EDP, AND THEIR EFFECT ON SYSTEMS AND PROGRAMMING PEOPLE IS PRESENTED IN THIS ARTICLE. IN VIEW OF THE ANALYST-PROGRAMMER, NECESSARY AS SPECIALIZATION IS, IT SHOULD NOT BE ASSUMED WHOLLY BENEFICIAL. IN A COMPLEX PROCESS SITUATION, RESPONSIBILITY SEEMS TO DIMINISH AND OFTEN VANISH. IN PROCESS SITUATIONS, MANAGEMENT IS A STRUGGLE FOR ORDER AND CONTROL. HOWEVER, THERE IS VALUE IN KNOWING THE PENALTIES THAT PROCESS MANAGEMENT EXACTS. FOR ONE CAN PROVIDE MEANS, OUTSIDE THE PROCESSES THEMSELVES, FOR THE ESTABLISHMENT OF LINKS AND MEASUREMENTS THAT WILL MAINTAIN CONTROL.

0820 FENSKE,RUSSELL W.
SCHEDULING COMPUTER OPERATIONS-2.'
DATA PROCESSING, VOL.9, NO.10, OCTOBER 1967, 3P.
INDEXES, FORECASTING, ANALYSIS

THIS IS THE SECOND IN A SERIES OF FOUR MONTHLY ARTICLES EXPLAINING TECHNIQUES OF FORECASTING COMPUTER RUN INPUT VOLUMES AND THE CONVERSION OF THESE FORECASTS TO COMPUTER RUN TIMES. THIS ARTICLE CONCENTRATES ON A DESCRIPTION OF THE ANALYSIS REQUIRED TO CORRECT THE DAILY CASH RECEIPTS RELATIONSHIP EQUATION AND THE INDICES. CORRECTIONS ARE NECESSARY BECAUSE IN A RELATIONSHIP SUCH AS THIS, WHICH IS DEVELOPED FROM A LIMITED AMOUNT OF AVAILABLE DATA, INCONSISTENCIES APPEAR. FIGURES ILLUSTRATING DAILY CASH VARIATIONS FROM WEEKLY AVERAGES, ON MONDAYS ONLY, AND REVISED DAILY CASH DAILY INDEXES DEMONSTRATE THE CHANGES REQUIRED.

0821 FEIDELMAN, LAWRENCE A., KATZ, JACOB L.
SCANNING THE OPTICAL SCANNERS.'
DATA PROCESSING, VOL.9, NO.10, OCTOBER 1967, 7P.
PLANNING, DOCUMENT, CONTROL

THIS ARTICLE IS A SURVEY OF THE CHARACTERISTICS AND CAPABILITIES OF THE COMMERCIALLY AVAILABLE OPTICAL CHARACTER READERS. IT IS POINTED OUT THAT THE OPTICAL CHARACTER READER IS NOW RIPE FOR SERIOUS CONSIDERATION IN THE DESIGN, PLANNING, AND CHARACTERISTICS SUCH AS DOCUMENT READING, SCANNING TECHNIQUES, RECOGNITION METHODS, FLEXIBILITY, ERROR CONTROL, OUTPUT, OPERATIONS CONTROL AND COSTS AND AVAILABILITY ARE DESCRIBED. THESE CHARACTERISTICS ARE OUTLINED ON A THREE PAGE CHART TO COMPARE 18 COMMERCIALLY AVAILABLE OPTICAL CHARACTER READERS.

0822 RUSSELL, JOHN R. STOBAUGH, ROBERT B. WHITMEYER, F.W.
SIMULATION FOR PRODUCTION.'
HARVARD BUSINESS REVIEW, VOL.45, NO.5, SEPTEMBER-OCTOBER, 1967, 8P.
SELECTING, PLANNING, INFORMATION, CONTROL

SIMULATION TECHNIQUES ARE ASSUMING MORE AND MORE IMPORTANCE FOR THE PRODUCTION MANAGER. AT THE SAME TIME, THE LITERATURE ON THE SUBJECT IS EXPANDING AT A RAPID RATE. THE PURPOSE OF THIS ARTICLE IS TO ASSIST THE PRODUCTION MANAGER IN SELECTING GOOD SOURCES OF HELPFUL INFORMATION ABOUT SIMULATION, WITH SPECIAL REFERENCE TO ITS USE IN PRODUCTION PLANNING AND CONTROL.

AN INTRODUCTION BRIEFLY DISCUSSES THE IMPORTANCE AND CONCEPTS OF SIMULATION, PRESENTING A BASIS FOR THE FOLLOWING OVERVIEWS OF PERTINENT MATERIAL ON THIS SUBJECT AREA.

0823 IRISH, ROBERT R.
MANAGEMENT ACOUNTING DEVELOPMENTS IN THE ARMY INDUSTRIAL FUND
NATIONAL ASSOCIATION OF ACCOUNTANTS, VOL.49, NO.2, OCTOBER 1967, 6P.
INFORMATION, CONTROL

THE UTILIZATION OF MODERN MANAGEMENT ACCOUNTING TOOLS BY ARMY INDUSTRIAL FUND MANAGERS IS ACHIEVING MORE EFFECTIVE CONTROL OF OPERATIONAL COSTS. IN HIS DISCUSSION OF THE RAMIFICATIONS AND EFFECTS OF THE ARMY INDUSTRIAL FUND, THE AUTHOR EMPHASIZES ITS MANAGEMENT ACCOUNTING ASSESTS.

DESCRIPTIONS ARE FURNISHED FOR THE TYPE OF MANAGEMENT INFORMATION WHICH IS REQUIRED. NEXT THE AUTHOR FOCUSES UPON CONTINUING SYSTEM IMPROVEMENTS, WHILE BEING AWARE OF EXISTING LIMITATIONS OF THE SYSTEM. THE ARTICLE CONCLUDES WITH AN OUTLINE OF BENEFITS THAT CAN BE DERIVED.

0824 HROMISH, MICHAEL
MAINTENANCE COST DATA FOR ANALYSIS AND CONTROL.'
NATIONAL ASSOCIATION OF ACCOUNTANTS, VOL.49, NO.2, OCTOBER 1967, 6P.
PROGRAM, DATA-PROCESSING, CONTROL, ANALYSIS

OFTEN IT IS EASIER TO LAUNCH A NEW PROGRAM THAN IT IS TO REVISE AND UPDATE AN OLD SYSTEM. BY USING NEW IDEAS IN THE IMPROVEMENT OF ITS EXISTING PROCEDURES, A COMPANY HAS REDESIGNED DATA-PROCESSING AND REPORTING THROUGH A PROGRAM WHICH PROVIDES FOR FULL USE OF ELECTRONIC DATA-PROCESSING AS WELL AS RECONSTRUCTION OF THE RELATED REPORTING.

INDUSTRY, CONTENDS THE AUTHOR, CANNOT AFFORD TO IGNORE THE POTENTIAL USE OF EDP. REWARDS ARE FAR GREATER THAN CAN BE MANUALLY OBTAINED.

0825 SHOPOFF, ROBERT W. JACK, WILLIAM R.
ORGANIZING STAFFING + OPERATING INFORMATION SERVICES

FUNCTION
NATIONAL ASSOCIATION OF ACCOUNTANTS, VOL.49, NO.2, OCTOBER 1967, 6P.
ORGANIZING, INFORMATION

IN THEIR DISCUSSION OF THE MOST IMPORTANT AREAS WHICH BEAR ON THE EFFECTIVENESS OF AN INFORMATION SERVICES GROUP, THE AUTHORS EMPHASIZE BASIC FACTORS WHOSE RECOGNIZATION PROVIDES A SOLID FOUNDATION TO DEVELOP A SERVICE THAT WILL MEET THE DEMANDS AND REQUIREMENTS OF MODERN MANAGEMENT.

FOCUSED UPON IS THE CHORE OF STAFFING THE INFORMATION SERVICE, WITH APPROPRIATE GUIDELINES FOR RECOMMENDED QUALIFICATIONS. THE AUTHORS RELATE TO THE EARLY NINETEEN-FIFTIES AND OFFER A THUMB-NAIL SKETCH OF DEVELOPMENT GAINS CREATED OVER THE AST EIGHTEEN YEARS.

0826 DEMSKI,JOEL S.
EFFECTIVENESS OF TRADITIONAL STANDARD COST VARIANCE MODEL
NATIONAL ASSOCIATION OF ACCOUNTANTS, VOL.49, NO.2, OCTOBER 1967, 10P.
INFORMATION, DECISION, CONTROL, ANALYZING

MANAGERIAL NEEDS FOR ACCOUNTING INFORMATION ARE NOW KNOWN TO THE EXTENT THAT WELL-STRUCTURED MODELS ARE EMPLOYED IN CERTAIN DECISION PROCESSES. THIS PAPER EXAMINES THE UTILITY OF THE TRADITIONAL STANDARD VARIANCE MODEL IN THOSE SITUATIONS AND SUGGESTS AN OPERATIONAL EXTENSION OF THE MODEL, DESIGNED TO PROVIDE SUPERIOR CONTROL INFORMATION.

0827 DAUST, SOMERBY
VENDOR RECORDS KEEP FACTS ON FILE.'
PURCHASING, VOL.63, NO.9, NOVEMBER 1967, 2P.
RETRIEVAL, JOBS, INFORMATION

GATHERING INFORMATION ON SUPPLIERS IS ONE OF THE BUYERS BIGGEST JOBS. GETTING DATA TOGETHER, HOWEVER, IS ONLY THE FIRST PART OF THE TASK. THE BUYER MUST ALSO HAVE SOME SYSTEM FOR FILING THE INFORMATION AND FOR RETRIEVING IT QUICKLY WHEN ITS NEEDED.

IDEALLY, THE SYSTEM SHOULD BE ONE THAT DOES NOT ENTAIL TOO MUCH PAPERWORK AT EITHER END-INPUT OR RETRIEVAL. ONE OF THE BEST WAYS TO ACCOMPLISH THIS IS TO RECOGNIZE THE VARIOUS TYPES OF VENDOR INFORMATION THAT MUST BE KEPT AVAILABLE.

IN GENERAL, VENDOR DATA THAT IS WORTH SAVING FALLS INTO CATEGORIES, PRODUCT INFORMATION, BACKGROUND DATA, HARD FACTS, AND TOPICAL INFORMATION. THE AUTHOR FEELS IT IS ESSENTIAL THAT THE BUYER MUST RECOGNIZE THESE FOUR INFORMATION CENTERS.

0828 KELLEY, ETNA M.
SUPPORT YOUR ANNIVERSARY WITH A SPECIAL EXHIBIT.'
ADVERTISING AND SALES PROMOTION, VOL. 15, NO.11, NOVEMBER, 1967, 6P.
PLANNED, ORGANIZATION

THIS ARTICLE PRESENTS HELPFUL SUGGESTIONS FOR MORE SUCCESSFUL AND MEANINGFUL ANNIVERSARY EXHIBITS AND DISPLAYS. IDEALLY, IN PREPARING A DISPLAY OR SERIES OF DISPLAYS TIED TO AN ANNIVERSARY THE EXHIBITING ORGANIZATION DRAWS UPON ITS OWN PAST USING MEMORABILIA OR REPRODUCTIONS OF EARLY PRODUCTS, OLD CATALOGS AND ADVERTISEMENTS, OR PICTURES OF THE FOUNDERS.

THE ANNIVERSARY DISPLAY, IF PROPERLY PLANNED AND EXECUTED, WINS RECOGNITION FOR THE EXHIBITOR AND PLEASES THE VIEWER. IT OFFERS A WAY FOR OTHER ORGANIZATIONS OF THE COMMUNITY TO JOIN IN THE CELEBRATION AND MAKE IT A MEMORABLE SUCCESS.

0829 KLOCK, PAUL
HOW TO CHANGE THE HABITS OF A NATION.'
ADVERTISING AND SALES PROMOTION, VOL.15, NO.11, NOVEMBER 1967, 2P.
PROGRAM, PLANNING, ORGANIZATION

THIS ARTICLE EXPLAINS HOW PUBLIC-RELATIONS PLAYED A PART IN SWEDENS CHANGE FROM DRIVING ON THE LEFT TO DRIVING ON THE RIGHT. THIS MONUMENTAL TASK OF PERSUADING 8,000,000 PEOPLE TO CHANGE A HABIT THAT HAS LASTED MORE THAN 200 YEARS REQUIRED MANY PUBLICITY TECHNIQUES.

A SHORT DISCUSSION OF THE SITUATION AND THE REASONS FOR CHANGE ARE FIRST PRESENTED. THEN THE PREPARATIONS FOR -H-DAY- ARE GIVEN. MULTI-LINGUAL BOOKLETS, NEWSPAPER ADS, OTHER USUAL AND UNUSUAL MEDIA WERE EMPLOYED FOR MAXIMUM COVERAGE. THE UNIFIED PUBLICITY AND PROMOTION PROGRAM IS EXPLAINED FROM THE VIEWPOINT OF ORGANIZATION AND PLANNING.

0830 TULL, T.M.
ADMINISTRATIVE AUDIT OF A TRUST DEPARTMENT.'
TRUSTS AND ESTATES VOL.106, NO.10, OCT. 1967, 6P.
PLANNING, ADMINISTRATIVE

THE GROWING VOLUME AND COMPLEXITY OF A TRUST DEPARTMENT BUSINESS MAKES IT NECESSARY TO CONDUCT AN ADMINISTRATIVE AUDIT OF THE HANDLING OF ALL ITS TRUST ACCOUNTS. SUCH AN AUDIT FOCUSES ON THE PREVENTION OF MISTAKES BEFORE THEY OCCUR AND ON THE ATTAINMENT OF INCREASED EFFICIENCY. THE BASIC DIRECTIONS OF AN AUDIT OF A TRUST ACCOUNT MUST ORGINATE WITH THE ADMINISTRATIVE OFFICER. THERE ARE TWO FUNDAMENTAL TOOLS AN ADMINISTRATIVE OFFICER CAN USE IN CONNECTION WITH PLANNING AND DIRECTING THE ACTIVITIES OF A TRUST ACCOUNT. THE FIRST IS THE ADMINISTRATIVE SYNOPSIS. THE SECOND IS A TICKLER CARD SYSTEM WHICH CAN BE USED TO INSURE THAT DUTIES IN AN ACCOUNT ARE CARRIED OUT. AN ADMINISTRATIVE AUDIT PRIMARILY REVIEWS THE ADEQUACY OF THESE TWO BASIC TOOLS AS THEY EXIST IN EACH ACCOUNT.

0831 GLASER, GEORGE
PLAIN TALK ABOUT COMPUTERS.'
BUSINESS HORIZONSVOL.10, NO.3, FALL OF 1967, 7P.
PERSONNEL, ORGANIZATION, ANALYSIS

BECAUSE OF NEW DEVELOPMENTS IN COMPUTER TECHNOLOGY, SOLUTIONS TO PROBLEMS HERETOFORE CONSIDERED IMPOSSIBLE TO ACHIEVE ARE WITHIN OUR GRASP. MEMORY SPECIFICATIONS ARE NOW STATED IN NANOSECONDS, ONE BILLIONTH OF A SECOND, AND CHANGES IN INPUT/OUTPUT EQUIPMENT WILL INCREASE HUMAN ACCESS TO THE MACHINE. THESE AND OTHER ADVANCES WILL EXTEND COMPUTER FUNCTIONS IN BUSINESS FROM PROCESSING PAPER WORK TO IMPROVING MANAGEMENTS DECISIONS. NEW APPLICATIONS OFFER GREAT BENEFITS BUT CREATE PERSONNEL PROBLEMS AND ARE HARDER TO JUSTIFY ON A STRAIGHT FORWARD COST-SAVING BASIS, MORE DIFFICULT TO DESIGN AND FAR MORE PAINFUL FOR THE ORGANIZATION TO ASSIMILATE. FEASABILITY MUST THEN BE DETERMINED BY CAREFLL ANALYSIS. IN THIS, AS IN ALL PHASES, SUCCESS WILL BE DETERMINED BY MANAGERS.

0832 HOWELL, R.A.
A FRESH LOOK AT MANAGEMENT BY OBJECTIVES.'
BUSINESS HORIZONS, VOL.10, NO.3, FALL 1967, 9P.
GOAL-SETTING DECISION-MAKING

THE AUTHOR TAKES A NEW APPROACH TO MANAGEMENT BY OBJECTIVES SO THAT THE ORGANIZATION, AND NOT ONLY THE WORKERS, WILL BENEFIT. THE OVER-ALL GOALS OF THE ORGANIZATION ARE SET BY MANAGEMENT AND DISSEMINATED THROUGHOUT THE COMPANY. IN TURN EACH INDIVIDUAL FORMULATES HIS OBJECTIVES, WHICH ARE SUBMITTED TO HIS SUBUNIT, THEN COMMUNICATED UPWARD THROUGH THE HIERARCHAL STRUCTURE. THIS VERTICAL MOVEMENT ENSURES THAT ALL MEMBERS OF THE ORGANIZATION FEEL THAT THEY ARE PARTICIPATING IN ITS OPERATION. LATERAL TRADE-OFFS ARE BROUGHT ABOUT BY PEER GROUPS REVIEWING THE OBJECTIVES OF THEIR FELLOW EMPLOYEES EVEN AT THE TOP MANAGEMENT LEVEL. TOP MANAGEMENT MUST THEN INTEGRATE AND DIRECT THE CARRYING OUT OF THE OBJECTIVES. THE ENTIRE CYCLE TAKES ABOUT FOUR MONTHS BUT THE IMPROVED COMMUNICATIONS RESULT IN A BETTER UNDERSTANDING OF THE COMPANYS PURPOSES.

0833 COLBERT, B.A.
PATHWAY TO PROFIT, THE MANAGEMENT INFORMATION SYSTEM.'
MANAGEMENT SERVICES, VOL.4, NO.5, SEPT.-OCT. 1967, 10P.
ORGANIZED, INFORMATION, DECISION, CONTROL, ANALYSIS

A MANAGEMENT INFORMATION SYSTEM SHOULD EVERY COMPANY HAVE ONE. HOW CAN IT GET ONE. THIS ARTICLE ATTEMPTS TO ANSWER THESE QUESTIONS. SUCH A SYSTEM IS AN ORGANIZED METHOD OF PROVIDING EACH MANAGER WITH ALL THE DATA AND ONLY THOSE DATA WHICH HE NEEDS FOR DECISION, WHEN HE NEEDS THEM, AND IN A FORM WHICH AIDS HIS UNDERSTANDING AND SIMULATES HIS ACTION. THE KIND OF INFORMATION A MANAGER NEEDS, E.G. FOR OPERATION AND CONTROL INFORMATION REQUIRED TO ASSESS FURTHER ACTION AND TO COMPARE PERFORMANCE BY THE COMPANY IN COMPETITION OR WITHIN THE INDUSTRY ARE DESCRIBED. AFTER THE ARTICLE GRAPHICALLY DESCRIBES THE MANAGEMENT PROCESS AND THE PART INFORMATION PLAYS IN IT, IT PROVIDES A FRAME OF REFERENCE WITHIN WHICH EACH EXECUTIVE BY FURTHER ANALYSIS, CAN OBTAIN MORE COMPLETE SPECIFIC ANSWERS, TAILORED TO HIS COMPANY NEEDS.

0834 GOLIGHTLY, H.O.
THE AIRLINES, A CASE STUDY IN MANAGEMENT INNOVATION.'
BUSINESS HORIZONS, VOL.10, NO.3, FALL 1967, 9P.
PLAN, ORGANIZATION, INNOVATE, INFORMATION

THE ADVENT OF JET PLANES IN THE LATE 1950S REQUIRED THE AIRLINES TO REASSESS THEIR MANAGEMENT EMPHASIS. THEY HAD TO TAKE ANOTHER LOOK AT ORGANIZATION, PLANNING, INFORMATION SYSTEMS AND THE MARKETING APPROACH. TO MEET THE REQUIREMENTS OF THE JET AGE, THE AIRLINES FOUND LITTLE IN THE WAY OF MANAGEMENT PRINCIPLES OR PRACITICES THAT THEY COULD TAKE OVER READY-MADE FROM OTHER SERVICE BUSINESSES. INSTEAD, THEY HAD TO BORROW AND ADAPT CONCEPTS AND TECHNIQUES THAT HAD BEEN DEVELOPED IN MAKE-AND-SELL BUSINESSES, AND INNOVATE WHERE THERE WERE NO AVAILABLE MANAGEMENT TOOLS THAT MET THE PECULIAR REQUIREMENTS OF THEIR SERVICE BUSINESS. IN RAISING THEIR LEVEL OF MANAGEMENT EFFECTIVENESS, THE AIRLINES HAVE HAD TO DEAL WITH MANY OF THE CLASSIC PROBLEMS. THEIR MANAGERIAL ACCOMPLISHMENTS HAVE PARTICULAR MEANING FOR OTHER SERVICE BUSINESSES, WHO OBVIOUSLY CAN LEARN MUCH FROM THEM.

0835 BUFFA,E.S.
AGGREGRATE PLANNING FOR PRODUCTION.'
BUSINESS HORIZONS, VOL.10, NO.3, FALL 1967, 11P.
PLANNING, ANALYZES

AT ITS INCEPTION MODERN AGGREGRATE PLANNING DOES POSE DIFFICULTIES, BUT THESE CAN BE OVERCOME WITH RESULTS THAT GREATLY BENEFIT THE MANAGER. FOR EXAMPLE, IN DEVELOPING THIS KIND OF PLANNING ONE MIGHT HAVE TO CONSIDER WHETHER INVENTORY OR SIZE OF THE WORK FORCE WOULD ABSORB DEMAND FLUCTUATIONS. IN ORDER TO SOLVE THESE AND OTHER EQUALLY SIGNIFICANT PROBLEMS, THE AUTHOR ANALYZES SEVERAL ALTERNATIVES FROM WHICH ONE COULD CHOOSE. HEURISTIC AND COMPUTER SEARCH METHODS, MANAGEMENT COEFFICIENTS MODELS, AND PARAMETRIC PRODUCTION PLANNING ARE ALL DISCUSSED IN DETAIL. THESE MOST RECENT PROPOSALS ARE POWERFUL YET EASY TO USE AND THEY INVOLVE A DEGREE OF REALISM THAT SHOULD SATISFY THE MOST PRACTICALLY ORIENTED MAN.

0836 FERGUSON, CHARLES
MANAGEMENTS ROLE IN DEVELOPING AN INFORMATION SYSTEM.'
BESTS INSURANCE NEWS, VOL.68, NO.6, OCTOBER 1967. 5P.
RETRIEVAL

THE AUTHOR CONTENDS THAT IF SUCCESS FOR A COMPUTER INSTALLATION IS MEASURED BY ITS CONTRIBUTION TO PROFIT, MANY INSURANCE COMPANIES HAVE BEEN DEPRIVED OF SUCCESS. OF ALL INSURANCE COMPANIES INCLUDED IN A RECENT STUDY OF COMPUTER USAGE, ONLY A HANDFUL CLAIMED HARD, PROFIT PRODUCING RESULTS.

IT IS FELT THAT MANAGEMENT IS WILLING TO EMBARK UPON THE DESIGN OF AN INFORMATION SYSTEM HAS ONLY VAGUE CONCEPTS OF WHAT IS TO BE ACHIEVED SUCH AS BETTER OPERATIONS, OR MODERNIZED TECHNIQUES IS ALMOST CERTAIN TO BE DISAPPOINTED. THE AUTHOR OFFERS A SERIES OF QUESTIONS WHICH MANAGEMENT MUST OFFER BEFORE THEY CAN JUSTIFY THE EXPENSE OF A COMPUTER.

0837 FAIRTHORNE, ROBERT A.
MORPHOLOGY OF -INFORMATION FLOW-.'
JOURNAL OF THE ASSOCIATION FOR COMPUTING MACHINERY VOL.14, NO.4, OCT. 1967, 11P.
SELECTIVE, INFORMATION, DOCUMENTS, CODE

SUCH PHRASES AS -INFORMATION FLOW- MAY BE PURELY METAPHORICAL, OR MAY REFER TO PORTERAGE AND STORAGE OF PHYSICAL DOCUMENTS, TRANSMISSION OF SIGNALS, POWER REQUIRED

FOR SIGNALING, SHANNONS SELECTIVE INFORMATION, CHANGES IN THE STATE OF ONES PERSONAL KNOWLEDGE, PROPAGATION OF ANNOUNCEMENTS CONCERNING MESSAGES, SOCIAL INCREASE OF AWARENESS, AND PROPAGATION OF, OR REACTION TO, IMPERATIVES. THESE MATTERS ARE DISTINCT AND MUST BE DISTINCT AND MUST BE DISTINGUISHED. THEN CONDITIONS MUST BE STATED UNDER WHICH ONE CAN VALIDLY SPEAK OF AND MEASURE THE APPROPRIATE FLOW.

IN THIS PAPER IT IS SHOWN THAT WITHIN THE FIELD OF NOTIFICATION -MENTION AND DELIVERY OF RECORDED MESSAGES TO USERS- THERE ARE TWENTY BASIC ACTIVITIES FORMED BY CHOOSING TRIADS OF THE SIX VARIABLES, MESSAGE, CODE, CHANNEL, SOURCE, DESTINATION, AND DESIGNATION.

0838 HOUSE, W.C
USE OF SENSITIVITY ANALYSIS IN CAPITAL BUDGETING.'
MANAGEMENT SERVICES, VOL.4,NO.5, SEPTEMBER-OCTOBER 1967. 4P.
FORECASTING, DECISION, ANALYSIS

THE DECISION WHETHER OR NOT TO INVEST IN A CAPITAL PROJECT DEPENDS ON FORECASTS OF SALES, PRICES, COSTS AND THE LIKE. LIKE ALL FORECASTS, ANY OR ALL OF THESE MAY PROVE INACCURATE. ALTHOLGH MANAGEMENT CANNOT AVOID FORECASTING ERRORS, IT CAN HEDGE AGAINST THEM BY DETERMINING WHICH WILL HAVE A SIGNIFICANT EFFECT ON THE RATE OF RETURN. THE TECHNIQUE TO BE USED IS THAT OF SENSITIVITY ANALYSIS. ANALYSIS OF THE SENSITIVITY TO ERROR OF RATES-OF-RETURN IS THE PROCESS OF DETERMINING WHETHER SMALL CHANGES IN VARIOUS ESTIMATES CAUSE SIGNIFICANT CHANGES IN ESTIMATE OF RATES-OF-RETURN, KNOWING THE POSITION OF SENSITIVITY PUTS MANAGEMENT IN A BETTER POSITION TO DECIDE IF THE RISKS ARE LARGE ENOUGH TO CAUSE THE REJECTION OF INVESTMENT PROPOSALS UNDER CONSIDERATION. A CASE EXAMPLE ILLUSTRATES SOME OF THE ASPECTS OF SENSITIVITY ANALYSIS APPLIED TO A CAPITAL INVESTMENT DECISION.

0839 ZIMMER, R.K.
ON-LINE REAL-TIME SYSTEMS FOR CUSTOMER SERVICE OPERATIONS.'
MANAGEMENT SERVICES, VOL.4, NO.5, SEPTEMBER-OCTOBER 1967. 8P.
SUPERVISION, FORECASTING, ANALYSIS

ONE OF THE MOST DIFFICULT FUNCTIONS TO MANAGE IN BUSINESS IS IN-THE-FIELD CUSTOMER SERVICE SINCE MANAGEMENT LACKS DIRECT SUPERVISION OVER THE MEN PROVIDING THE SERVICE. THE PURPOSE OF THIS ARTICLE IS TO OUTLINE A COMPUTER SYSTEM THAT WILL ELIMINATE MANY OF MANAGEMENTS PROBLEMS IN THIS AREA. THE APPROACH USED HERE IS TO SOLVE A PROBLEM FOR A LARGE PUBLIC UTILITY. AN ANALYSIS OF THE MAJOR PROBLEMS FACING THE CUSTOMER SERVICE FUNCTION MAKES IT POSSIBLE TO DEFINE THE OBJECTIVES OF A NEW SYSTEM. THE DEVELOPMENT OF THE NEW SYSTEM IS EXPALINED IN FOUR SEGMENTS, 1. THE DEVELOPMENT OF AN ON-THE-PREMISES TIME BUDGETING SYSTEM, 2. AN ON-LINE REAL TIME SYSTEM, 3. A FORECASTING SYSTEM, 4. THE ROUTE AND SERVICEMAN SCHEDULING SYSTEM, EACH SECTION BEING INTERDEPENDENT. THE SYSTEM IS UNUSUAL IN THAT ALL PERTINENT DATA REQUIRED FOR DECISION-MAKING BY THE DEPARTMENT ARE DIRECTLY ACCESSIBLE FROM THE COMPUTER.

0840 KELLEY, W.T.
ADVERTISING CONTROL, A COMPUTER APPLICATION.'
MANAGEMENT SERVICES, VOL.4, NO.5, SEPTEMBER-OCTOBER 1967, 8P.
PLAN, ORGANIZATION, INFORMATION, CONTROL, ANALYSES

AS IN OTHER AREAS WHERE THERE ARE LARGE MASSES OF DATA TO MONITOR THE CONTROL OF ADVERTISING EXPENDITURES IS A NATURAL FIELD FOR COMPUTERIZATION. THIS ARTICLE DESCRIBES A COMPUTERIZED SYSTEM FOR CONTROL OF THESE EXPENDITURES THAT WAS DEVELOPED FOR A LARGE DIVERSIFIED MANUFACTURING ORGANIZATION. THE SYSTEM PROVIDES CURRENT BUDGET CONTROL, COSTING INFORMATION, ACCOUNTS-PAYABLE CONTROL, AUDITING REPORTS AND STATISTICAL ANALYSES OF VARIOUS KINDS. PROVISION OF CURRENT INFORMATION IN GREAT DETAIL HAS ENABLED ADVERTISING AND PRODUCT MANAGERS TO TAKE CORRECTIVE ACTION QUICKLY AND DECISIVELY AS EMERGENCY SITUATIONS DEVELOP. IT HAS FACILITATED ADVANCE PLANNING AND HAS MADE POSSIBLE AN EFFECTIVE FOLLOWUP ON THE PROGRESS OF THE ADVERTISING PLAN AS IT IS WORKED OUT DURING THE BUDGETARY PERIOD.

0841 PRESTON, I.L.
CHOOSING THE LEVEL OF SIGNIFICANCE IN COMMUNICATION RESEARCH
PUBLIC OPINION QUARTERLY, VOL.31, NO.1, SPRING 1967. 9P.
STATISTICS, MEASUREMENT, TESTING, SELECT

EVERYONE IN BEHAVIORAL SCIENCE KNOWS THAT THE CHOICE OF .05 AS THE LEVEL OF SIGNIFICANCE IN STATISTICAL TESTS IS AN ARBITRARY CONVENTION. EARLY IN HIS STUDIES THE STUDENT LEARNS THAT ANY E SHOULD SELECT A LEVEL WHICH ACCURATELY REFLECTS THE VALUE THAT HE PLACES ON SUCESS AND FAILURE. IT IS THE PURPOSE OF THIS ARTICLE TO ARGUE THAT THE EXPLICIT TREATMENT OF OUTCOME VALUES IS AN ESSENTIAL PART OF HYPOTHESIS TESTING. IN A TYPICAL CASE, THE STUDENT CONSIDERS WHETHER HE WILL REJECT OR FAIL TO REJECT A NULL-HYPOTHESIS ABOUT SOME STATE OF NATURE. FIRST, THE PROBLEMS OF STATING SUCH VALUES IS DISCUSSED AND THEN A SIMPLIFIED METHOD FOR DETERMINING THE LEVEL OF SIGNIFICANCE APPROPRIATE TO THESE VALUES. NEXT DATA IS PRESENTED THAT SUGGESTS THAT THERE ARE BEHAVIORAL SCIENTISTS WHO SHOULD USE LEVELS OF SIGNIFICANCE CONSIDERABLY DIFFERENT FROM .35. FINALLY, STRATEGY IS SUGGESTED TO BE USED BY PEOPLE WHO READ PUBLISHED RESEARCH.

0842 BOGGESS, WILLIAM P.
SCREEN TEST YOUR CREDIT RISKS.'
HARVARD BUSINESS REVIEW, VOL.45, NO.6, NOVEMBER-DECEMBER, 1967, 10P.
TEST, OPTIMAL, INFORMATION, CONTROL, ANALYSIS

TOO LIBERAL CREDIT CAN COST MONEY THROUGH TOO MANY BAD DEBT LOSSES, AND TOO CAUTIOUS CREDIT CAN COST MONEY IN TOO MUCH LOSS OF SALES AND PROFITS. THE USE OF ADVANCED TECHNIQUES AND COMPUTERS IN CONSUMER CREDIT SRIKES A BALANCE BETWEEN THESE TWO EXTREMES. THE TECHNIQUE IS A COMPUTERIZED PROCEDURE FOR WEIGHING THE MERITS OF CREDIT APPLICATIONS BY ANALYSIS OF CUSTOMERS PERSONAL CHARACTERISTICS AND USING A CREDIT SCORE FOR OPTIMAL SCREENING OUT OF POOR RISKS.

A CASE ILLUSTRATION SHOWS IT IS FEASIBLE TO INSTITITUE A MANAGEMENT INFORMATION AND CONTROL SYSTEM THAT IMPROVES IDENTIFICATION OF BAD RISKS, AVOIDS REFLECTION OF GOOD RISKS AND INCREASES PROFITS AND COLLECTION EFFICIENCY.

0843 ZALEZNIK, ABRAHAM
MANAGEMENT OF DISAPPOINTMENT.'
HARVARD BUSINESS REVIEW, NOL.45, NO.6, NOVEMBER-DECEMBER 1967, 12P.
PERSONALITY PERFORMANCE

MEN WHO WANT POWER AND RESPONSIBILITY ARE ESPECIALLY VULNERALBE TO EPISODES IN WHICH REALITY DOES NOT CONFORM TO THEIR WISH OR INTENTIONS AND RESULTS IN DISAPPOINTMENT. THIS DISAPPOINTMENT MAY BE OCCASION FOR ACCELERATED PERSONAL GROWTH AND THE BEGINNING OF TRULY OUTSTANDING PERFORMANCE RATHER THAN A PRELUDE TO CONTINUED FAILURE. THE PERSONAL CHARACTERISTICS AND INDIVUDUAL LEADERSHIP STYLES OF EXECUTIVES GIVE A CLEARED PICTURE OF THE RELATIONSHIP BETWEEN PERSONALITY AND LEADERSHIP.

IT IS IMPORTANT FOR THE INDIVIDUAL TO EXAMINE HIMSELF AND THE PERSONAL GOALS BEHIND A DECISION TO ASSUME RESPONSIBILITY SQUARELY IN ORDER TO BENEFIT FROM THE SITUATION.

0844 ANSOFF, H. IGOR STEWART, MOHN M.
STRATEGIES FOR A TECHNOLOGY-BASED BUSINESS.
HARVARD BUSINESS REVIEW, VOL.45, NO.6 NOVEMBER-DECEMBER 1967, 13P.
PLANNING, ORGANIZATION, CONTROL, ANALYSIS, R-+-D

A SYSTEMATIC ANALYSIS OF A COMPANYS TECHNOLOGICAL PROFILE MAKES IT POSSIBLE TO FORMULATE A TECHNOLOGICAL STRATEGY FOR MORE PROFITABLE MANAGING RESULTS. THE TECHNOLOGICAL PARAMETERS OF THE PROFILE ARE EXAMINED. THESE INCLUDE RESEARCH VERSUS DEVELOPMENT MIX, THE DEGREE OF DOWNSTREAM COUPLING -DEPENDENCE ON OTHER FUNCTIONS, THE SHAPE OF THE PRODUCT LIFE CYCLE, THE R+D INVESTMENT EXPENSE RATIO, AND THE PROXIMITY TO THE STATE OF THE ART OR FRONTIER OF A TECHNOLOGY.

THE OBSERVED IMPACT OF THESE PARAMETERS ON MAJOR MANAGEMENT PROCSSSES AND DECISIONS ARE DESCRIBED. THE IMPLICATIONS OF THIS PROFILE FOR ISSUES AS BUSINESS STRATEGY, ORGANIZATION, PLANNING AND CONTROL AND MARKETING ARE DISCUSSED.

0845 FROST, W.A.K. BRAINE, R.L.
THE APPLICATION OF THE REPERTORY-GRID TECHNIQUE
COMMENTARY VOL.9, NO.3, JULY,1967, 15P.
TESTING PSYCHOLOGICAL STATISTICS FACTOR-ANALYSIS

A RANGE OF TECHNIQUES WHICH YIELD EXHAUSTIVE DATA CONCERNING INDIVIDUAL CONSUMERS ATTITUDES ARE EMERGING FROM A PSYCHOLOGICAL TESTING PROCEDURE KNOWN AS REPERTORY GRID. ECONOMICAL IN BOTH TIME AND MONEY, THIS TECHNIQUE HAS GREAT FLEXIBILITY BOTH IN ITS ADMINISTRATION AND ANALYSIS. THE TECHNIQUE IS BASED ON THE PERSONAL CONSTRUCT THEORY OF G.A. KELLY. INDIVIDUALS ARE PRESENTED STIMULI WORDS ON CARDS. BY REVEALING A CONSTRUCT, THEY SIMULTANEOUSLY CATEGORISE AND DIFFERENTIATE BETWEEN PRODUCTS IN THE FIELD. NUMEROUS VARIATIONS IN PROCEDURE, SUCH AS DIFFERENT PRIME STIMULI, THE USE OF SECOND ORDER STIMULI AND VARYING THE RANGE OF STIMULI, MAY BE USED.

THIS TECHNIQUE IS SPECIFICALLY APPLICABLE IN RESEARCH OF MEASURING, IDENTIFICATION, TARGET IDENTIFICATION AND SEMANTIC DIFFERENTIALS. REPERTORY GRID HAS MUCH POTENTIAL IN MARKET-RESEARCH.

0846 PENKHAUS, EDWARD J.
MANAGEMENTS ROLE IN MICROFILM.'
BUSINESS AUTOMATION VOL. 14, NO. 10, OCTOBER, 1967. 4P.
INFORMATION, EVALUATING, DOCUMENTS

AS AN ACTIVE SYSTEMS TOOL, MICROFILM HAS A POTENTIAL WHICH MERITS EXPLORATION AND EVALUATION. MANAGEMENTS ROLE INCLUDES ASSIGNING INVESTIGATIVE RESPONSIBILITY, PROVIDING SUPPORT AND EVALUATING RESULTS. TRADITIONALLY, MICROFILM EXPERTISE IS IN THE SYSTEMS AND PROCEDURES DISCIPLINE OF THE FIRM, IF IT IS TO BE FOUND ANYWHERE. IN OTHER CASES, INDIVIDUALS MUST BE DELEGATED TO RESEARCH THE POSSIBILITY OF USING MICROFILM.

RESEARCH SHOULD INCLUDE INFORMATION ON THE NATURE OF THE DOCUMENTS TO BE FILMED, THE FREQUENCY AND NATURE OF ADDITIONS TO THE FILE, FILE ACCESSIBILITY, AND REPRODUCTION REQUIREMENTS. THIS STUDY SHOULD NARROW DOWN THE ALTERNATIVES OF MICROFILMS AND EQUIPMENT AND INDICATE THE PROJECTS DESIRABILITY. IF THE ANSWER IS NEGATIVE FOR MICROFILM, THE INFORMATION WILL BE VALUABLE WHEN THE QUESTION ARISES CONCERNING A NEW PROBLEM.

0847 KIRKPATRICK, FORREST HUNTER
PARTNERS FOR TOMORROW- MANAGER AND MACHINE.'
BUSINESS AUTOMATION, VOL. 14, NO. 10, OCTOBER, 1967. 4P.
ORGANIZATION, INFORMATION, EDUCATION, DECISION, ANALYSIS

THIS ARTICLE IS A DISCUSSION OF MANAGEMENT, AS AN ART AND SCIENCE, 30 OR 40 YEARS IN THE FUTURE. WITH THE NEW MANAGEMENT TOOLS NOW AVAILABLE IN THE FIELDS OF COMMUNICATION AND ANALYSIS, A NEW KIND OF PARTNERSHIP OF MANAGEMENT AND MACHINES IS BEING FORMED. THIS NEW PARTNERSHIP CAN EXTEND ENORMOUSLY THE CAPABILITIES OF MANAGERS, BUT IT WILL ALSO CAUSE DRASTIC CHANGES IN THE WAY BUSINESS ENTERPRISES ARE ORGANIZED.

THE ADDITION OF PRECISION TO DECISION-MAKING SUGGESTS A NEW TREND OF RECENTRALIZATION AND DEPERSONALIZING THE ENTERPRISE AND ITS INHABITANTS. THE EFFECT ON BEHAVIORAL SCIENCES SUGGESTS AN ORGANIZATION PATTERN WITHOUT THE SUPERIOR-SUBORDINATE RELATIONSHIP, WITH INDIVIDUAL DECISION CENTERS, FREE AND EASY POLICY, ADEQUATE INFORMATION, A BALANCE OF REWARD AND RISK, AN ENHANCEMENT OF THE RIGHTS OF THE INDIVIDUAL AND EMPHASIS ON EDUCATION.

0848 WUNDERLICH, CARLE R.
ALDENS ELECTRONIC PROSPECTOR.'
BUSINESS AUTOMATION VOL. 14, NO. 10, OCTOBER, 1967, 4P.
MAKING, INFORMATION, EVALUATE, ANALYZED

GAMBLE-ALDENS, A CHICAGO-BASED MAIL ORDER FIRM, IS USING ITS COMPUTER AND TELECOMMUNICATIONS IN A MARKETING MOVE TO ATTRACT NEW CUSTOMERS AS WELL AS MORE ORDERS. OTHER PRIMARY AIMS OF THIS PROJECT ARE TO GAIN DETAILED INFORMATION ABOUT THE NEW CUSTOMERS AND TO COMPUTER-ANALYZE AND EVALUATE THE INFORMATION TO ACHIEVE PROFILES OF CUSTOMERS BUYING HABITS.

THE PROJECT CENTERS ARCUND RESPONSES TO A CATALOG MAGAZINE INSERT VIA A JET PHONE SYSTEM WHICH USES THE IN-WATS LINES. THIS IS JUST A BEGINNING IN MAKING CATALOG ORDERING EASIER. ALTHOUGH THE COMPLETE RESULTS CANNOT YET BE ANALYZED, THE PROJECT WILL INDICATE THE SOURCE OF THE MAIL ORDER BUSINESS AND FUTURE PROMOTIONS WILL BE DIRECTED ACCORDING TO THE DATA PROJECTIONS.

0849 BUDGELL JR., ALLSTON T.
THE MANAGERS STAKE IN QUALITY CONTRCL.'
MANAGEMENT REVIEW, VCL.56, NO.11, NOVEMBER, 1967, 5P.
SATISFACTION, CONTROL

TO PROVIDE MAXIMUM CUSTOMER SATISFACTION, MOST COMPANIES RELY ON INSPECTION AND QUALITY CONTROL SYSTEMS DESIGNED TO SPOT AND ELIMINATE DEFECTIVE COMPONENTS OR PRODUCTS BEFORE THEY REACH THE CONSUMER. FOR MANY COMPANIES THE COST OF QUALITY CONTROL IS RUNNING FROM FIVE TO THIRTY PER CENT OF SALES BILLED. WHEN FAILURES OCCUR MANY MANAGERS DO NOT QUESTION THEIR APPROACH TO QUALITY CONTROL BUT THEY DECIDE THAT EVEN MORE ELABORATE INSPECTION SYSTEM IS NEEDED.

OFTEN THE PROBLEM LIES WITH THE EMPLOYEE. HE IS ISCLATED FROM THE OVERALL COMPANY GOALS AND IS INCLINED NOT TO OFFER THE BEST PERFORMANCE HE IS CAPABLE OF. HIS ATTITUDE OFTEN CONSISTS OF BELIEVING IF HIS WORK IS NOT -UP TO PAR- IT WILL BE CAUGHT AND CORRECTED ALONG THE ASSEMBLY LINE. IN MANY CASES FOREMEN REFUSE TC LISTEN TO IDEAS OF SKILLED EMPLOYEES WHICH MIGHT IMPROVE PRODUCT QUALITY. THE AUTHOR OFFERS ELEVEN POINTS WHICH WILL IF EMPLCYED PROPERLY CORRECT THIS SITUATION.

0850 VAVASIS, ANDREW S.
KEEPING PROGRAMS ON TARGET, AN INTEGRATED APPROACH.'
MANAGEMENT REVIEW, VOL.56, NO.11, NOV. 1967, 9P.
PROGRAM, PLAN, PERSONNEL, CONTROL

IT IS THE CONTENTICN OF THE AUTHOR THAT THE ABSENCE OF SYSTEMATIC SCHEDULING AND FAILURE TO DESIGN APPROPRIATE PROGRAM CONTROLS CONTRIBUTE MORE TO THE UNSATISFACTORY RESULTS OF NEW PROGRAMS THAN ANY OTHER FACTOR. THIS CONTRIBUTES TO EXPENSIVE DELAYS AND WASTE OF EXECUTIVE AND TECHNICAL PERSONNELS VALUABLE TIME.

AN INTEGRATED APPROACH IS NEEDED IF PROGRAMS ARE TO BE KEPT ON SCHEDULE AND ATTAIN THE GOALS SET FOR THEM. ADVOCATED IS A MASTER CHART CONTAINING A DESCRIPTION OF NEW PROJECTS WITH STARTING AND COMPLETION DATES INCLUDING A LISTING OF THE PARTICIPANTS INVOLVED IN EACH PHASE OF THE PLAN. THIS IS TERMED MANAGEMENT PLANNING AND CONTROL SCHEDULE. IT PROVIDES MANAGERS WITH AN OVERALL PICTURE OF THE ENTIRE PLAN. THE ARTICLE DESCRIBES THAT METHODS THAT ARE UTILIZED IN FORMULATING THE CHART WITH EXAMPLES INDICATIVE OF EACH STEP.

0851 HYMAN, H.H. LEVINE, G.N. WRIGHT, C.R.
STUDYING EXPERT INFORMANTS BY SURVEY METHODS
PUBLIC OPINION QUARTERLY, VOL.31, NO.1, SPRING 1967. 17P.
PROGRAMS, PLANNED, INFORMATION, QUESTIONNAIRE

CAN A VALID SAMPLE OF INFORMED, KNOWLEDGEABLE EXPERTS FROM MANY COUNTRIES BE OBTAINED TO GIVE REASONABLY RELIABLE REPORTS ON THE INTRODUCTION OF PLANNED PROGRAMS OF CHANGE IN DEVELOPING COUNTRIES. IN OTHER WORDS, CAN PUBLIC OPINION SURVEY METHODS BE USED TO OBTAIN EXPERT INFORMATION AS WELL AS GENERAL PUBLIC OPINICN IN CROSS-NATICNAL STUDIES OF DEVELOPING COUNTRIES. IN SPITE OF MANY DIFFICULTIES, THIS ARTICLE BELIEVES THAT IT HAS DEVISED AND USED SUCH A TOOL IN THIER RECENT CROSS-NATIONAL STUDY OF THIRTEEN COUNTRIES. ALL INFORMANTS HAD TO MEET THE CRITERIA OF EXPERTNESS. SINCE NEITHER THE MAIL QUESTIONNAIRE NOR THE INTERVIEW ARE INFALLIBLE, THE BLENDING OF THE TWO IS THE BEST POSSIBLE ARRANGEMENT. ALL WASNT PERFECT BUT THERE WERE CHECKS ON ALL SOURCES OF ERRORS.

0852 AXELROD, ROBERT
THE STRUCTURE OF PUBLIC OPINICA CN POLICY ISSUES.'
PUBLIC OPINION QUARTERLY, VCL.31, NO.1, SPRING 1967, 12P.
MEDICARE, ANALYSIS

THE AUTHOR OF THIS PAPER USES CLUSTER ANALYSIS TO ASSESS THE STRUCTURE OF PUBLIC OPINION CN POLICY ISSUES. A SET OF ISSUES IS CONSIDERED A CLUSTER IF EVERY PAIR IN THAT SET HAS A DEGREE OF SIMILARITY GREATER THAN SOME FIXED THRESHOLD VALUE. THE DISCOVERY MADE IS THAT THERE IS NO STRONG PATTERN, THAT IS, NO WELL-DESIGNED IDEOLOGY WIDELY SHARED BY THE PUBLIC TO RELATE ISSUES TC EACH OTHER. THE AUTHOR FINDS A WEAK CLEAVAGE THAT RESEMBLES THE POPULISM OF THE 1890S AND IS A MORE DISTINCT DIMENSION THAN EITHER LIBERALISM-CONSERVATISM OR INTERNATIONALISM-ISOLATIONISM. APPARENTLY, PEOPLE TEND TO VIEW EACH ISSUE INDEPENDENTLY OF THE OTHERS, FOR EXAMPLE, THINKING OF SICK PEOPLE WHEN ASKED ABOUT GOVERNMENT INSURED MEDICARE.

0853 DONOHEW, LEWIS
NEWSPAPER GATEKEEPERS AND FORCES IN THE NEWS CHANNEL.'
PUBLIC OPINION QUARTERLY, VCL.31, NO.1, SPRING 1967, 7P.
INFORMATION, ANALYSIS, ADMINISTRATION, QUESTIONNAIRE

WHAT FACTORS ARE RELATED TO THE DECISIONS BY NEWSPAPER GATEKEEPERS TO RUN CERTAIN PIECES OF INFORMATION AND NOT OTHERS. THIS STUDY INVOLVES AN INTEGRATED APPROACH TO THIS VIEW OF DECISION-MAKING PROCESS INCLUDING ANALYSIS OF CONTENT, ADMINISTRATION OF A QUESTIONNAIRE, AND GATHERING OF DEMOGRAPHIC DATA. THE STUDY COVERS THREE KINDS OF FORCES AND THEIR RELATIONSHIPS TO NEWS DECISIONS. IN SUMMARY, THE FINDINGS IN THIS STUDY, 1. PROVIDE FURTHER EVIDENCE THAT PUBLISHER ATTITUDE IS AN IMPORTANT FORCE IN THE NEWS CHANNEL 2. ARE NOT CONSISTENT WITH STATEMENTS INDICATING THAT PERCEIVED PUBLIC OPINION ALTERS GATEKEEPING BEHAVIOR, AND 3. GENERALLY DO NOT SUPPORT THE HYPOTHESIS THAT CONVENIENT CONDITIONS ARE RELATED TO CCVERAGE, ALTHOUGH SOME SIGNIFICANT NEGATIVE CORRELATIONS WERE FOUND.

0854 SMITH, D.H.
CORRECTING FOR RESPONSE SETS IN OPINION ATTITUDE SURVEYS
PUBLIC OPINION QUARTERLY VOL.31, NO.1, SPRING 1967, 8P.
TEST, PSYCHOLOGISTS

PSYCHOLOGISTS HAVE BEEN CONCERNED WITH THE PROBLEM OF -DISTORTION- IN THE WAY PEOPLE RESPOND TO PERSONALITY TEST ITEMS. RECENTLY, INVESTIGATION OF -RESPONSE SET-, A PERSONAL TENDENCY TO RESPOND IN A SPECIFIED WAY WITHIN A TESTING OR INTERVIEW SITUATION IS REPLACED BY AN EARLIER EMPHASIS ON FRANKNESS VERSUS DISTORTION. THE -SOCIAL DESIRABILITY RESPO NSE SET- OR NEED FOR APPROVAL, IN SURVEY RESEARCH IS DIFFICULT TO HANDLE. MANY TIME RESPONDENTS ARE ASKED ABOUT THEIR PERCEPTIONS OF SOCIAL NORMS WHERE THERE IS NO PROBLEM OF SD SET. BUT WHEN YOU WANT TO KNOW AN INDIVICUALS OWN TRUE ATTITUDE, THE EFFECTS OF SD SET NEED TO BE TAKEN INTO ACCOUNT.

0855 O NEILL, H.W.
RESPONSE STYLE INFLUENCE IN PUBLIC OPINION SURVEYS.'
PUBLIC OPINION QUARTERLY VOL.31, NO.1, SPRING 1967, 8P.
TESTS, SELECT, QUESTIONNAIRE

ALL INVENTORIES AND QUESTIONNAIRES POSE THE PROBLEM OF POSSIBLE DISTORTION OF THE DATA THROUGH AN INDIVIDUALS PARTICULAR PATTERN OF RESPONDING TO THE ITEMS. SUCH BEHAVIOR ARE OF TWO GENERAL TYPES, 1. RESPONSE STYLES, WHERE THE INDIVIDUAL TENDS TO SELECT DISPROPORTIONATELY A PARTICULAR RESPONSE CATEGORY REGARDLESS OF ITEM CONTENT, AND, 2. RESPONSE SETS, WHERE THE INDIVIDUAL RESPONDS TO ITEM CONTENT IN SUCH A WAY AS TO PORTRAY HIMSELF IN OTHER THAN A TRUE LIGHT. THE CONCLUSIONS TO BE DRAWN FROM TESTS MADE ARE THAT RESPONSE STYLE CAN DISTORT DATA BUT THIS NEED NOT DISCOURAGE SURVEY RESEARCH, IT NEED ONLY MAKE THE RESEARCHER MORE CAUTIOUS. THE TRUE EXTENT OF RESPONSE-STYLE DISTORTION IN AN OPINION SURVEY CAN NEVER BE KNOWN, NOR CAN ITS EFFECT EVER BE ELIMINATED COMPLETELY.

0856 MENDLESOHN, A. ROSENTHAL, H.
THE ROPER CENTER AUTOMATED ARCHIVE.'
PUBLIC OPINION QUARTERLY VOL.31, NO.1, SPRING 1967, 3P.
PROGRAMMED, INFORMATION

THE ROPER PUBLIC OPINICN RESEARCH CENTER IS AN INTERNATIONAL SURVEY ARCHIVE. THE CENTER HOLDS 6,000 SAMPLE SURVEYS COVERING 12 MILLION INTERVIEW CARDS. THE NEED FOR EFFECTIVE PERFORMANCE OF RESEARCH SERVICES HAS LED THE CENTER TO ACQUIRE AN RCA COMPUTING SYSTEM, SPECIFICALLY DESIGNED FOR A SOCIAL SCIENCE APPLICATION. THIS ARTICLE DESCRIBES THE SOFTWARE SYSTEM BY BEGINNING WITH AN ACCOUNT OF THE VOLUME OF MATERIAL TC BE STORED. ONCE CERTAIN BASIC OPERATIONS ARE PROGRAMMED MORE SOPHISTICATED USES, SUCH AS PRE-ANALYSIS, WILL BE ADDED TO THE SYSTEM. THE RESEARCHER WILL BE ABLE TO LEARN IF A GIVEN BODY OF INFORMATION IS AVAILABLE IN THE ARCHIVE AND TO CHECK IF THE COMPUTATIONS HAVE BEEN CORRECTLY SPECIFIED.

0857 HAGA, ENOCH
CAI - A COMMENCEMENT.'
BUSINESS AUTOMATION, VOL.14, NC.11, NOVEMBER 1967, 5P.
COMPUTERIZED LEARNING EDUCATION

COMPUTER ASSISTED INSTRUCTION PROMISES TO BE A BONANZA FOR HARDWARE MANUFACTURERS AS WELL AS FOR EDUCATORS, BUT THE PATH TO PAYOFF IS A LONE ONE. SUDDEN INTEREST BY GOVERNMENT AGENCIES IN FUNDING COMPUTER ASSISTED INSTRUCTION EXPERIMENTAL PROJECTS, AND THE RESULTS FROM THOSE PROJECTS, HAVE CAUSED MANUFACTURERS TO TAKE A NEW LOOK AT THIS FIELD WHICH THEY PREVIOUSLY IGNORED.

THE EDUCATIONAL MACHINE EXPERIMENTS BY DOCTOR PATRICK C. SUPPES AT BRENTWOOD SCHOOL PROVIDES THE MOST ACCURATE OBSERVATION OF TECHNIQUE EFFECTIVENESS. MUCH IS STILL UNKNOWN ABOUT THE TRUE WORTH OF THE TECHNIQUE AS AN INDIVIDUAL LEARNING TOOL - RELATIVE TO THE REQUIRED HIGH EXPENDITURES.

0858 KELLER, ARNOLD E.
E.D.P. CONSULTANTS PRO AND CON.'
BUSINESS AUTOMATION, VOL.14, NO.11, NOVEMBER, 1967, 6P.
SELECTING, RULES, PERSONNEL, DATA-PROCESSING

WITH THE CONTINUING SHORTAGE OF QUALIFIED PERSONNEL AT THE E.D.P. MANAGEMENT LEVEL, AND THE CONTINUING LACK OF UNDERSTANDING ABOUT E.D.P. POWER AT THE TOP-MANAGEMENT LEVEL, DATA-PROCESSING CONSULTANTS SEEM DESTINED TO PLAY AN EVER INCREASING ROLE AT THE INSTALLATION LEVEL. WHETHER CONSULTANTS MAKE A CONTRIBUTION DEPENDS LARGELY ON HOW MUCH EFFORT THE CLIENT EXPENDS IN SELECTING THE CONSULTING FIRM, DEFINING HIS PROBLEM AND OUTLINING OBJECTIVES. THERE ARE NO INFALLIBLE RULES GUARANTEEING GOOD RESULTS BUT BASIC GUIDELINES CAN HELP.

AN ACCURATE AND DETAILED DEFINITION OF THE PROBLEM IS BASIC. CAREFUL AND THOROUGH CONSULTANT SELECTION, BASED ON INTERVIEWS AND PAST SERVICE REFERENCES IS WISE FOR GREATER CHANCE OF PROJECT SUCCESS.

0859 SCHAFFER, ROBERT H.
PUTTING ACTION INTO PLANNING.'
HARVARD BUSINESS REVIEW, VOL.45, NO.6, NOVEMBER-DECEMBER 1967, 7P.
PLAN, MAKING, CONTROL, ANALYSIS

THE PROCEDURES OF RESEARCH AND ANALYSIS, OBJECTIVE-FORMATION, AND PLAN MAKING, THE CLASSIC APPROACH TO PLANNING, ARE WEAK IN THAT THEY DO NOT ACCELERATE PROGRESS IN MANY AREAS WHERE PROGRESS IS NECESSARY TO GAIN CONTROL OVER WHERE THE ENTERPRISE IS GOING. IF CORPORATE PLANNING IS TO MAKE ITS FULL CONTRIBUTION TO MANAGEMENT, IT WILL HAVE TO BE REDESIGNED SO THAT IT NOT CNLY EXPANDS THE CAPACITY OF EXECUTIVES TO ANALYZE AND CONCEPTUALIZE, BUT ALSO INCREASES THEIR ABILITY TO SHIFT CORPORATE DIRECTIONS AND TO ACCOMPLISH NEW OBJECTIVES WITH THE SAME RESOURCES.

THE -DEVELOPMENT APPROACH- MESHES CORPORATE PLANNING AND CORPORATE ACTION BY USING PLANNING DISCIPLINES TO ACCOMPLISH IMMEDIATE AND URGENT BUT SIMPLE GOALS.

0860 LAWRENCE, PAUL R. LORSCH, JAY W.
NEW MANAGEMENT JOB, THE INTEGRATOR.'
HARVARD BUSINESS REVIEW VOL.45, NO.6, NOV.-DEC. 1967, 10P.
ORGANIZATION, JOB, EDUCATION
THE ADVANCES OF SCIENCE AND TECHNOLOGY INCREASE THE TEMPO OF CHANGE IN SOME COMPLEX BUSINESS ORGANIZATIONS, WHILE THE REQUIREMENTS FOR REGULARITY AND STANDARDIZATION REMAIN IN OTHERS. THIS CONTINUOUSLY INCREASES THE NEED FOR BOTH GREATER SPECIALIZATION AND FOR TIGHTER COORDINATION. A COMPARATIVE STUDY OF TEN ORGANIZATIONS IN THREE INDUSTRIES POINT TO THE EMERGENCE OF A NEW MANAGEMENT FUNCTION TO HELP ACHIEVE HIGH DIFFERENTIATION AND HIGH INTEGRATION SIMULTANEOULY .
THE ELABORATENESS OF THE INTEGRATING FUNCTION SHOULD VARY BOTH WITH THE COMLEXITY OF THE PROBLEMS AND WITH THE SIZE OF THE GAP THAT SPECIALIZATION CREATES BETWEEN THE BASIC DEPARTMENTS. SPECIFIC ORGANIZATION PRACTICES, SUCH AS BALANCED ORIENTATION, PERFORMANCE RECOGNITION AND CONFLICT RESOLUTION, CONTRIBUTE TO THE EFFECTIVENESS. INTEGRATORS SHOULD HAVE A COMBINATION OF BROAD WORK EXPERIENCE, EDUCATION AND CERTAIN PERSONALITY TRAITS.

0861 PRESTON, LE
THE SEMANTIC DIFFERENTIAL AN INFORMATION SOURCE
JOURNAL OF MARKETING, VOL.31,NO.4, OCTOBER 1967, 5P.
ATTITUDINAL
THE AUTHORS PROPOSE THAT THE SEMANTIC DIFFERENTIAL, AN ATTITUDINAL SCALING DEVICE, BE EMPLOYED BY RETAILERS AND CONSUMER SERVICE INSTITUTIONS TO IDENTIFY FACTORS UNDERLYING CONSUMER PATRONAGE DECISIONS. THREE SPECIFIC AREAS OF APPLICATION DESCRIBED ARE, 1. JUST PRIOR TO OPENING A NEW STORE, 2. SHORTLY AFTER A NEW STORE HAS OPENED, AND 3. ONCE A STORE HAS REACHED A STAGE OF RELATIVE MATURITY. EMPHASIS THROUGHOUT IS ON THE OPERATIONAL IMPLICATIONS OF INFORMATION PRODUCED BY APPLICATION OF THE SEMANTIC DIFFERENTIAL.

0862 SMITH, W.R. COOKE, B.
MARKETING EDUCATION AND PERSONNEL AS RESEARCH AREAS
JOURNAL OF MARKETING, NOL.31, NO.4, OCTOBER 1967, 5P.
PERSONNEL, JOB, EVALUATING, EDUCATION
THIS IS THE SECOND OF TWO REPORTS DEVELOPED BY THE AMERICAN MARKETING ASSOCIATION OF RESEARCH ON BASIC MARKETING PROBLEMS. THE AUTHORS ASK FOR RESEARCH TO GUIDE MARKETING EDUCATORS IN RELATING EDUCATION TO JOB PERFORMANCE AS WELL AS EVALUATING CURRICULA AND TEACHING METHODS. IT IS ALSO POINTED OUT THAT THE BEST MEANS OF IDENTIFYING, ATTRACTING, AND STIMULATING PEOPLE SHOULD BE STUDIED. SEYMOUR BANKS COMMENTS ON THIS ARTICLE BY RAISING THE QUESTION OF EDUCATION IN MARKETING VERSUS EDUCATION FOR MARKETING.

0863 GRAHAM, E. H.
MODERN COMPUTER TECHNOLOGY AND MANAGERIAL PRINCIPLES.'
FINANCIAL EXECUTIVE, VOL 33, 12, DECEMBER 1965, 2 PAGES
DECISION-MAKING
A BALANCE BETWEEN CENTRALIZED DECISION-MAKING AND AUT-' ONOMOUS OPERATIONS HAS BEEN ACHIEVED AT CHRYSLER CORPORATION THROUGH COMPUTER DATA BANK CONCEPTS, CONCURRENT WITH THE EXPANSION OF OPERATIONS THERE IS NEED FOR PROVICING MORE TIMELY AND SIGNIFICANT INFORMATION FROM WHICH TOP LEVEL CAN BASE ITS DECISIONS. THE ABILITY TO PROVIDE THIS INFORMATION HAS BEEN MULTIPLIED BY THE INSTALLATION OF HIGH SPEED COM-' PUTERS.
THE PLANNING OF FUTURE INFORMATION SYSTEMS AT CHRYSLER INCLUDES EXPANDING THE USE OF THE DATA BANK CONCEPTS. THIS WILL PROVIDE FOR THE COMPREHENSIVE STORAGE OF CURRENT AND HISTORICAL INFORMATION IN LARGE-SCALE ELECTRONIC MEMORIES AT CENTRALIZED LOCATIONS.

0864 FEINBERG, M.
THE GENTLE ART OF EXECUTIVE PERSUASION.'
DUNS REVIEW AND MODERN INDUSTRY, VOL 86, 6, DEC. 1965, 7 PP.

EVERY BUSINESSMAN HAS A GREAT NEED FOR THE ABILITY TO PERSUADE PEOPLE. THIS NOTED PSYCHOLOGIST STATES THAT THE MAN WHO MOVES AHEAD, AND STAYS AHEAD, IS THE MAN WHO HAS THE TALENT TO GET OTHERS TO SEE THINGS HIS WAY, TO CONVINCE OTHERS THAT THEY SHOULD TAKE ACTION ALONG THE LINES HE RE-' COMMENDS.
THE FUNDAMENTAL OBJECTIVE OF PERSUASION IS TO MODIFY AN ATTITUDE. BUT THIS IS DIFFICULT FOR THREE REASONS. FIRST ATTITUDES ACCENTUATE CERTAIN ASPECTS OF A MANS ENVIRONMENT. NEXT, ATTITUDES SIMPLIFY LIFE. THIRDLY, ONCE A MAN HAS AN ATTITUDE, HE WILL DO ALL HE CAN TO PROVE HIMSELF RIGHT. WITH THIS IN MIND, THERE ARE SEVERAL BASIC RULES TO PERSUASION. IT IS IMPORTANT TO KNOW THE KIND OF MAN ONE IS DEALING WITH. SECONDLY, DO NOT DEBATE, BUT SELL YOUR ATTITUDES. ALSO, BE CERTAIN TO STAY IN CHARACTER. AVOID EXAGGERATIONS AND PLAT-' ITUDES. ESTABLISH YOUR EXPERTNESS AND AUTHORITY. FINALLY, ONCE A MAN AGREES TO YOUR PLAN ASK HIM TO PUT IT ON RECORD.

0865 ZWERSKI, E. L.
THE OVERSELL--A MAJOR PITFALL IN COLLEGE RECRUITMENT.'
PERSONNEL JOURNAL, VOL. 45, NO. 3, MARCH, 1966, 2 PAGES

THE PURPOSE OF THIS ARTICLE IS TO IDENTIFY A MAJOR PROBLEM AREA IN COLLEGE ON-CAMPUS RECRUITMENT AND TO EXAMINE BRIEFLY THE RAMIFICATIONS IN TERMS OF LONG-RANGE COLLEGE RELATIONSHIPS.
THE OVERSELL IS A MAJOR PITFALL IN COLLEGE RECRUIT-' MENT. ROUGHLY DEFINED, THE OVERSELL IS THE CONVEYING OF INFORMATION, DIRECTLY OR INDIRECTLY, DURING THE COURSE OF RECRUITMENT WHICH SERVES TO MISREPRESENT THE JOB OR THE ORGANIZATION IN A FAVORABLE LIGHT.
THE DIRECT, DELIBERATE OVERSELL, IN ACTUAL PRACTICE, IS RELATIVELY RARE IN THE ON-CAMPUS RECRUITMENT SITUATION. THE FORM OF OVERSELL OF CONCERN HERE IS THAT WHICH RESULTS FROM THE RECRUITER WHO, FILLED WITH ENTHUSIASM AND PROB-' ABLY LACKING IN INFORMATION, UNINTENTIONALLY COLORS THE ORGANIZATION THROUGH IMPLICATION OR ERRONEOUS INFORMATION.
A COMPANYS REPUTATION ON THE CAMPUS CAN THUS BE RUINED--COMPANIES SHOULD BE MORE CONCERNED ABOUT OVERSELL.

0866 LIPSETT, LAWRENCE GEBHARDT, MAHLON
IDENTIFYING MANAGERS.'
PERSONNEL JOURNAL, VOL. 45, NO. 4, APRIL, 1966, 4 PAGES
TESTING, SELECTION, INTELLECTUAL, ABILITY, LEADERSHIP, DRIVE
A STUDY OF 1,427 MANAGERS AND EXECUTIVES INDICATED THAT DRIVE, INTELLECTUAL ABILITY, LEADERSHIP, ORGANIZING ABILITY, AND INITIATIVE ARE SIGNIFICANT CHARACTERISTICS FOR ALL LEVELS AND TYPES OF MANAGERS. THIS ARTICLE SEEKS TO DEFINE THESE CHARACTERISTICS AND SUGGEST SOURCES OF THEIR IDENTIFICATION IN THE PROCESS OF PERSONNEL SELECTION.
A WEALTH OF INFORMATION ABOUT THESE CHARACTERISTICS IS AVAILABLE FROM THE APPLICATION BLANK, THE EMPLOYMENT INTERVIEW, AND PERSONNEL INVESTIGATION, PROVIDING THAT APPROPRIATE QUESTIONS AND RELEVANT VALUE JUDGMENTS ARE USED.
IN RECENT YEARS IT HAS BECOME MORE COMMON TO USE PSYCHOLOGICAL TESTS IN THE SELECTION OF MANAGERS. HOW-' EVER TESTING DOES NOT SUBSTITUTE FOR INFORMATION FROM OTHER SOURCES.

0867 WNUK, JOSEPH J., JR.
MORALE--AN ADDITIONAL APPROACH .'
PERSONNEL JOURNAL, VOL. 45, NO. 4, APRIL, 1966, 4 PAGES
SELECTION, EVALUATION
MOST EMPLOYEE ATTITUDE SURVEYS PRODUCE INFORMATION AS TO THE EFFECTS OF LOW MORALE ON PRODUCTION. HERE IS AN ATTEMPT TO IDENTIFY SOME OF THE CAUSES OF LOW MORALE AMONG EMPLOYEES. ONCE THESE CAUSES ARE ESTABLISHED, THEN POSI-' TIVE ACTION CAN BE TAKEN TO CORRECT THE SITUATION.
THE MAIN FOCUS OF THIS STUDY IS ON THE MORALE OF THE INDIVIDUAL WITHIN THE GROUP. EXTERNAL AND INTERNAL ASPECTS ARE DELINEATED.
A NEED FOR A POSITIVE GOAL, A FEELING OF TOGETHERNESS, A NEED TO DO SOMETHING, AND A SENSE OF ADVANCEMENT ARE BASIC CAUSES TO LOW MORALE AND HENCE THESE ARE THE FACTORS THAT SHOULD BE MEASURED WHEN ATTITUDE SURVEYS ARE TAKEN. THE MEASUREMENT SHOULD BE THE SEMANTIC DIFFENENTIAL-- IT PROVIDES TWO DIMENSIONS OF AN ATTITUDE I.E. THE DIRECTION OF AN ATTITUDE WHICH IS INDICATED BY THE SELECTION OF POLAR TERMS AND THE INTENSITY WHICH IS INDEXED BY HOW FAR OUT ALONG THE EVALUATION DIMENSION FROM SIGN SCORE LIES.

0868 DEAN, J. C.
FORDS DATA BANK KEEPS PAYING DIVIDENDS.'
BUSINESS AUTOMATION VOL. 13, 4. APRIL, 1966 3P.
DATA-PROCESSING
BEHIND ALL THOSE CARS AT FORD MOTOR COMPANY IS A VERY EFFECTIVE DATA-PROCESSING OPERATION EMPLOYING BOTH CENTRAL-' IZED AND DECENTRALIZED SYSTEMS. IN THIS ARTICLE A CORPORATE EXECUTIVE OF FORD EXPLAINS FROM THE MANAGEMENT VIEWPOINT WHAT DATA-PROCESSING HAS ACCOMPLISHED FOR HIS COMPANY, AND HOW ITS CAPABILITIES ARE EXPECTED TO CONTRIBUTE EVEN GREATER BENEFITS IN THE FUTURE.
FORDS MAJOR -BATCH PROCESSING- DATA HANDLING ACTIVITIES HAVE LARGELY BEEN MECHANIZED. THIS HAS RESULTED IN LOWER PROCESSING COSTS, GREATER INCREASED CAPACITY, AND A MECH-' ANIZED DATA BASE THAT LAYS THE GROUNDWORK FOR SOPHISTICATED MANAGEMENT CONTROL SYSTEMS. LOOKING TO THE FUTURE, SOME OF THE MOST PROMISING APPLICATIONS INCLUDE INCREASED USE OF COMPUTERS FOR COMMUNICATIONS SWITCHING, APPLICATION OF CLOSED-LOOP PROCESS CONTROLS AND MECHANIZED MONITORING SYSTEMS IN THE BASIC MANUFACTURING PLANTS, AND THE USE OF DATA BANKS.

0869 MOBLEY, SYBIL C.
THE CONCEPT OF REALIZATION- A USEFUL DEVICE.'
THE ACCOUNTING REVIEW VOL. 41, 2. APRIL, 1966 5P.
BUDGET, INCOME
REALIZATION IS A CONTROLLING CONCEPT IN THE MEASUREMENT AND REPORTING OF ENTERPRISE INCOME. A SPECIFIC POINT OF REALIZATION MUST BE SELECTED FROM ALL PSSSIBLE POINTS. ACCOUNTS HAVE CONCENTRATED ON MODIFICATIONS OF THE TYPICALLY SELECTED -SALES- POINT OF REALIZATION. THIS PAPER SUGGESTS THAT THERE ARE SEVERAL IMPORTANT POINTS OF REALIZATION WHICH PRODUCE SEVERAL DIFFERENT, USEFUL MEASURES OF INCOME AND THAT THE SELECTION OF ANY SINGLE SET OF TESTS IN THE HOPE OF PRODUCING -THE- APPROPRIATE INCOME MEASURE UNNECES-' SARILY RESTRICTS ACCOUNTING TO SERVING ONLY THOSE PURPOSES WHICH THAT SINGLE MEASURE TENDS TO ACCOMODATE. REALIZATION SHOULD BE VIEWED AS A USEFUL DEVICE WHICH PERMITS ACCOUNT-' ANTS TO OBSERVE, MEASURE, AND REPORT ON THE ENTERPRISE FROM SEVERAL POINTS OF INTEREST. THIS PROVIDES THE GREATEST OPPORTUNITY FOR THE PROFESSION TO IMPROVE BOTH THE EXTENT AND QUALITY OF ITS SERVICES.

0870 WEINGARTNER, H. MARTIN
CAPITAL BUDGETING OF INTERRELATED PROJECTS
MANAGEMENT SCIENCE VOL. 12, 7. MARCH, 1966 30P.
PROGRAMMING, OPTIMIZING
AS CAPITAL BUDGETING DECISION PROCEDURES BECOME MORE COMPLEX, THEY MUST ALLOW FOR MORE ASPECTS OF THE REAL WORLD. THE PRESENT ARTICLE SURVEYS THE TECHNIQUES AVAILABLE TO HANDLE THE IMPORTANT AND GENERALLY NEGLECTED PROBLEM OF PROJECT INTERRELATIONSHIPS SUCH AS MUTUAL EXCLUSION AND INTERDEPENDENCIES. THE TECHNIQUES UTILIZED ARE LINEAR AND INTEGER PROGRAMMING, DYNAMIC PROGRAMMING, AND THE DISCRETE OPTIMIZING PROCEDURE OF REITER. PROJECT INTERRELATIONSHIPS ARISING FROM RANDOMNESS OF OUTCOMES AND NONLINEAR UTILITY FUNCTIONS ARE ALSO SUBJECTED TO SCRUTINY BY APPLICATION OF THESE PROCEDURES, AND ADDITIONAL INTERRELATIONSHIPS, ARISING IN THE CONTEXT OF RESEARCH AND DEVELOPMENT BUDGETS, ARE ANALYZED. A DYNAMIC PROGRAMMING CODE FOR THE MULTIDIMEN-' SIONAL 0-2 KNAPSACK PROBLEM IS ALSO PRESENTED.

0871 RAYMOND, R. C.
TIME-SHARING COMPUTER IN BUSINESS PLANNING AND BUDGETING
MANAGEMENT SCIENCE VOL. 12, 8. APRIL, 1966 19P.

THE TIME-SHARING COMPUTER SYSTEM NOW BEING OPERATED IN

PHOENIX BY THE GENERAL ELECTRIC COMPUTER DEPARTMENT OFFERS AN ENTIRELY NEW CAPABILITY TO EXPLORE AND PREPARE BUSINESS FORECASTS. THE SYSTEM DOES THE ARITHMETIC AND PRINTS THE RESULTS IN THE PRIVACY OF THE USERS OFFICE IN A FEW MINUTES. WITH THE SYSTEM, THE PLANNER CAN STATE HIS BASIC DATA AND ASSUMPTIONS, OBSERVE THE RESULTS, AND THEN MODIFY ANY OF THE ASSUMPTIONS HE CHOOSES AND GET NEW RESULTS WITHIN A FEW MINUTES. BY FOLLOWING THIS PROCEDURE SEVERAL TIMES IT IS POSSIBLE TO EXPLORE THE EFFECTS OF A VARIETY OF ENVIRON-' MENTAL ASSUMPTIONS, SUCH AS MARKET AND PRICE STRUCTURE FOR A NEW PRODUCT, AND TO FIND OUT WHAT BUDGET OF COSTS MUST BE REALIZED TO YIELD ACCEPTABLE BUSINESS RESULTS. AN EXAMPLE FROM A RECENT NEW BUSINESS STUDY IS GIVEN.

0872 BORCH, KARL
A UTILITY FUNCTION DERIVED FROM A SURVIVAL GAME.'
MANAGEMENT SCIENCE VOL. 12, 8. APRIL, 1966. 9P.
DECISION-ANALYSIS

THE STARTING POINT OF THE PAPER IS A FIRM ENGAGED IN A RISKY BUSINESS. IT IS ASSUMED THAT THE FIRMS GAIN IN EACH OPERATING PERIOD IS A STOCHASTIC VARIABLE. IS IS FURTHER ASSUMED THAT THESS STOCHASTIC VARIABLES ARE INDEPENDENT AND IDENTICALLY DISTRIBUTED. IF THE CAPITAL OF THE FIRM BECOMES NEGATIVE, THE FIRM IS RUINED, AND MUST GO OUT OF BUSINESS.

THE OPTIMAL DIVIDEND POLICY IS DEFINED AS THE POLICY WHICH WILL MAXIMIZE THE EXPECTED DISCOUNT VALUE OF THE DIVIDENDS PAID BEFORE RUIN OCCURS. IT IS THEN SHOWN THAT THE SOLUTION OF THE DIVIDEND PROBLEM GIVES THE UTILITY FUNCTION, WHICH WILL GOVERN THE FIRMS DECISION UNDER UNCERTAINTY.

FROM THIS RESULT IT APPEARS THAT A NUMBER OF DECISIONS WHICH SEEM IRRATIONAL WHEN STUDIED IN ISOLATIION, BECOME PERFECTLY RATIONAL WHEN ANALYSED IN THEIR PROPER DYNAMIC SETTING.

0873 MAREMONT, ARNOLD H.
PUBLIC RELATIONS- THE TAIL THAT WAGS THE DOG.'
MICHIGAN BUSINESS REVIEW VOL. 18, 3. MAY, 1966. 5P.

WHEN PUBLIC RELATIONS PERSUADES MANAGEMENT THAT COR-' PORATE SOCIAL RESPONSIBILITY MEANS GIVING AWAY MONEY THAT BELONGS TO THE SHAREHOLDERS, PUBLIC RELATIONS TRULY BECOMES THE TAIL THAT WAGS THE BODY OF EXECUTIVE RESPONSIBILITY FOR PROFIT MAKING.

IN THE AUTHORS OPINION, OUR LARGE NATIONAL CORPORATIONS IN AMERICA HAVE CREATED WILLIAM H. WHYTES ORGANIZATIONAL MAN AS A PERSON WHOSE MIND IS DOMINATED BY THE WELFARE OF THE CORPORATION. THE ORGANIZATION MAN DOES SOME CIVIC WORK, BUT IT IS LARGELY OUT OF A SENSE OF OBLIGATION RATHER THAN FROM ANY PERSONAL IMPULSE. THUS THE MATURE ORGANIZATION MAN IS A ONE-FACETED MAN. TO HIM THE QUESTION OF THE SOCIAL RESPONSIBILITIES OF BUSINESS ARE SYNONOUS WITH THE SOCIAL RESPONSIBILITIES OF BUSINESSMEN.

0874 HUSE, EDGAR F.
DO ZERO DEFECTS PROGRAMS REALLY MOTIVATE WORKERS.'
PERSONNEL, VOL. 43, NO. 2, MARCH-APRIL, 1966, 8 PAGES

IT IS GENERALLY ACCEPTED THAT MOTIVATION OF WORKERS IS CENTRAL TO THE WHOLE ZERO DEFECTS CONCEPT, BUT A STUDY OF WORKER ATTITUDES TOWARD A ZD PROGRAM, AND TOWARD THEIR JOBS, SUGGESTS THAT THE MOTIVATION MAY LIE IN ECHELONS HIGHER UP. THE INTERESTING CONCLUSION WAS THAT -ZD PRO-' GRAMS WORK, NOT BECAUSE THEY MOTIVATE THE WORKERS, BUT BECAUSE THEY PROVIDE A STRONG IMPETUS FOR MANAGERS TO LISTEN AND TAKE ACTION ON SITUATIONAL PROBLEMS THAT ARE REALLY AT THE ROOT OF MUCH OF THE SUB-STANDARD PERFORMANCE THEY DEPLORE.-

MANAGEMENT SHOULD ASSUME BASIC RESPONSIBILITY FOR CREATING AN ENVORONMENT FOR WORKERS THAT IS AS CLOSE AS POSSIBLE TO BEING SCE-FREE. -SITUATIONALLY CAUSED ERROR- APPROPRIATE CHANNELS OF UPWARD COMMUNICATION SHOULD BE ESTABLISHED AND MAINTAINED FOR THE CONTINUOUS IDENTIFICA-' TION AND ELIMINATION OF SCES.

0875 SMITH, PHILIP T.
A PHILOSOPHY OF RESEARCH FOR INDUSTRY.'
BUSINESS HORIZONS, VOL. 8, NO. 4, WINTER, 1965, 12 PAGES

THE TRANSITION OF POWER FROM MANUFACTURING TO SALES TO RESEARCH AND DEVELOPMENT IS HAMPERED BY THE TRADITIONAL STAFF-LINE ORGANIZATION ASSOCIATED WITH MANU-' FACTURING. THIS ANALYSIS OF SOME ASSUMPTIONS, CONCEPTS, AND ATTITUDES ON WHICH RESEARCH SUPERVISION HAS BEEN BASED HELPS TO SYNTHESIZE A MORE COMPLETE THEORY FOR RESEARCH BASED ON PRINCIPLES OF MODERN MANAGEMENT.

AREAS DISCUSSED ARE THE NATURE OF RESEARCH AND DEVELOPMENT, ANALYSIS OF THE SCIENCE-MANAGEMENT RELATION-' SHIP, THEORY OF INDUSTRIAL RESEARCH, AND SOME PRACTICAL ALTERNATIVES. THE AUTHOR LOOKS AT THE SCIENTIFIC CLIMATE, INCENTIVES, SCIENTIFIC PUBLICATIONS, AND EDUCATION.

0876 ROGERS, JAMES COOK, DONALD
THE COMPUTER AND THE SCHOOL OF TOMORROW.'
DATAMATION VOL. 12, 5. MAY, 1966 3P.
SELECTED, ADMINISTRATIVE

ALTHOUGH MANY SCHOOLS ARE NOW STARTING TO MAKE USE OF COMPUTERS, THE DANGER OF DROWNING IN PAPERWORK IS BECOMING MORE ACUTE. THE AUTHORS SUGGEST AN APPROACH TO USE THE PRESENT EQUIPMENT EFFICIENTLY, TOGETHER WITH A LOOK AT FUTURE REQUIREMENTS.

THE SCHOOL DISTRICT OF TOMORROW WILL INCLUDE A CENTRAL COMPUTING SYSTEM LOCATED AT THE DISTRICTS ADMINISTRATIVE OFFICES. EACH OF THE DISTRICT SCHOOLS WILL BE CONNECTED TO THE COMPUTER AND WILL CONTAIN A TERMINAL EQUIPMENT STATION. IN ADDITION TO THE ROUTINE OPERATING AND ACCOUNTING PAPER-' WORK AND ADMINISTRATIVE DECISION-MAKING, MATERIALS SUCH AS LESSON PAGES AND WORK SHEETS CAN BE SELECTED BY THE COMPUTER AND THE IMAGES REPRODUCED IN THE FORM AND LOCATION WHERE THEY ARE NEEDED. THE LESSON SHEETS FOR EACH STUDENT ARE READ BY THE SCANNER AND STORED IN THE BUFFER AND LATER THE LES-' SONS ARE GRADED. AN IMPORTANT REQUIREMENT OF THIS SYSTEM WILL BE THE NEED FOR NATURAL-LANGUAGE PROCESSING.

0877 RUSH, HAROLD M.F.
THE WIN-LOSE COMPLEX.'
THE CONFERENCE BOARD RECORD VOL. 3, 6. JUNE, 1966 6P.
INTERPERSONNEL-RELATIONS

MANAGERS WHO TRY TO APPLY THE PRINCIPLES OF PARTICI-' PATIVE MANAGEMENT SOMETIMES FIND THEIR EFFORTS THWARTED BY A TYPE OF INTERPERSONAL AND INTERGROUP CONFLICT KNOWN AS AN ATTITUDE OF -WIN-LOSE.- THIS PHENOMENON OF HUMAN BEHAVIOR IS A MAJOR IMPEDIMENT TO EFFECTIVE COMMUNICATION AND GROUP CO-' HESIVENESS. WIN-LOSE IS CALLED A COMPLEX BECAUSE THERE ARE MANY SOURCES AND CAUSES THAT CREATE IT, AND THE EFFECT OF WIN-LOSE ON AN ORGANIZATION IS DECIDEDLY CUMULATIVE. RECOG-' NIZING THAT THE EMOTIONAL HEALTH OF AN ORGANIZATION IS HARMED BY PERVADING HOSTILITY- WHETHER IT BE LATENT OR OVERT- COMPANIES ARE PROVIDING A VARIETY OF EXERCISES AND PROGRAMS TO TRY TO ABATE WIN-LOSE. EXAMPLES OF PROJECTS THAT ARE DESIGNED TO DO THIS ARE BRAINSTORMING, GROUP PLANNING, AND DECISION-MAKING, AND A GROUP DYNAMICS APPROACH IN THE FORM OF THE MANAGERIAL GRID.

0878 KELLER, ARNOLD E.
EDP- POWER IN SEARCH OF MANAGEMENT.'
BUSINESS AUTOMATION VOL. 13, 6. DE., 1966 5P.
DATE-PROCESSING

WHY HAVE SO FEW FIRMS SUCCESSFULLY HARNESSED THE POWER OF ELECTRONIC DATA-PROCESSING. WHY HAVE SO MANY COMPANIES ALLOWED EDP TO BECOME A MONUMENT TO MANAGEMENT VANITY RATHER THAN A MANAGEMENT TOOL OF UNPRECEDENTED STRENGTH. THIS ART-' ICLE PINPOINTS THE REASONS AND SUGGESTS SOME REMEDIAL AC-' TION, INCLUDING A SEARCHING LOOK AT THE SO- CALLED PROFES-' SIONAL EDP MANAGER.

UNFORTUNATELY, IT IS TRUE THAT MOST DATA-PROCESSING MANAGERS ARE -MANAGER- BY TITLE ONLY. IN PRACTICE THEY ARE TECHNICIANS- THEY CLOAK THEMSELVES IN A ROBE OF TECHNICAL INDISPENSABILITY. THUS, IT IS IMPORTANT THAT THE DP MANAGER BE ABLE TO COMMUNICATE HIS OBJECTIVES AND GOALS TO HIS PEOPLE AND HIS MANAGEMENT. NEXT HE MUST MOTIVATE HIS PEOPLE AND HIMSELF TO ATTAIN THESE OBJECTIVES. PROCEDURES, STANDARDS, SCHEDULING, AND COST CONTROLS ARE SOME OF THE BASIC TOOLS WHICH WILL ASSIST THE EDP MANAGER WITH THIS TASK.

0879 THULIN, W. BERNARD
MANAGEMENT BOOBY TRAP- THE QUEST FOR YOUTH.'
FINANCIAL EXECUTIVE VOL. 34, 5. MAY, 1966 7P.

IN LARGE ORGANIZATIONS WHOSE POLICY IS TO PROMOTE FROM WITHIN, THE MANAGEMENT QUEST FOR YOUTH, TAKING THE FORM OF RAPID PROMOTIONS OF YOUNG MEN TO HIGH-LEVEL JOBS IS SUP-' PORTED BY PLAUSIBLE ARGUMENTS. IT IS THE AUTHORS CONTENTION THAT THIS POLICY IS, IN THE LONG RUN, SELF-DEFEATING. NOT ONLY ARE THERE STRONGLY ADVERSE EFFECTS ON MORALE, BUT THE ORGANIZATION SUFFERS A BUILT IN REDUCTION IN JOB MOVEMENT.

ORGANIZATIONAL RIGIDITY TAKES TWO FORMS. ONE TYPE OF RIGIDITY RESULTS FROM HAVING A HIGH AVERAGE AGE OF INCUMB-' ENTS AT ONE ORGANIZATIONAL LEVEL. THE OTHER TYPE RESULTS FROM AN INDIVIDUALS BEING AT THE SAME LEVEL FOR MANY YEARS, RESULTING IN REDUCED PROMOTIONS INTO THAT LEVEL. THE LATTER FORM MAY PROVE TO BE THE MORE DEADLY. EVERY TIME A CAPABLE OLDER MAN IS PASSED OVER FOR PROMOTION IN FAVOR OF A YOUNGER MAN, THE FREQUENCY OF FUTURE PROMOTIONS WILL BE REDUCED AND MORE INCUMBENTS WILL -DIE- AT LOWER LEVELS. THIS IMPOSES DEADLY RIGIDITY UPON THE ORGANIZATION.

0880 BRIMMER, ANDREW F.
DIRECT INVESTMENT AND CORPORATE ADJUSTMENT TECHNIQUES
THE JOURNAL OF FINANCE VOL. 21, 2. MAY, 1966. 13P.
PROGRAM, MAKING

IN GENERAL, THE EVIDENCE TODAY CLEARLY SUGGESTS THAT THE VOLUNTARY PROGRAM IS LIKELY TO BE A MAJOR SOURCE OF THE SUBSTANTIAL IMPROVEMENT IN THE U.S. BALANCE OF PAYMENTS FOR 1965. IN MAKING THEIR CONTRIBUTION, INDIVIDUAL COMPANIES HAVE RELIED HEAVILY ON EXPORT EXPANSION AS THE PRINCIPAL INSTRUMENT. THE REPATRIATION OF INCOME HAS ALSO BEEN A MAJOR SOURCE OF STRENGTH. ON THE OTHER HAND. THE CONTINUED HIGH RATE OF DIRECT INVESTMENT HAS DAMPENED THE OVERALL IMPROVE-' MENT. THE GENERAL OUTLOOK FOR 1966 WAS A CONTINUATION OF AN EXCEPTIONALLY HIGH LEVEL OF DIRECT INVESTMENT. THE REVISION OF THE VOLUNTARY PROGRAM FOR THE NEXT YEAR WAS CLEARY FO-' CUSED AT THE OUTFLOW OF FUNDS FROM THE U.S. TO FINANCE DIR-' ECT INVESTMENT ABROAD. THIS TARGET MAY RESULT IN A NET SAV-' ING OF ROUGHLY 1.0 BILLION DOLLARS IN 1966 COMPARED TO 1965. THIS ANTICIPATED SAVING IS THE KEY TO THE OVERALL INDUSTRY TARGET OF SOME 3.4 BILLION DOLLARS RECOMMENDED FOR 1966.

0881 LATANE, HENRY A. TUTTLE, DONALD L.
DECISION THEORY AND FINANCIAL MANAGEMENT.'
THE JOURNAL OF FINANCE VOL. 21, 2. MAY, 1966 10P.

TWO PROBLEMS WHICH THE SECURITIES INVESTOR FACES EACH PERIOD ARE INVESTIGATED IN THIS PAPER. GIVEN THE DISTRIBU-' TION OF EXPECTED RETURNS FROM A LARGE NUMBER OF STOCKS, WHAT IS THE PROPER CHOICE OF STOCKS TO INCLUDE IN THE PORT-' FLOIO AND WHAT IS THE PROPER AMOUNT TO BORROW OR LEND IN THE PORTFOLIO RELATIVE TO NEW WORTH.

THE CHIEF CRITERION IS THE FIRST PROBLEM IS THE GEO-' METRIC MEAN OF ANNUAL COMMON STOCK RETURNS OVER TIME. IN ATTACKING THE SECOND PROBLEM OF LEVERAGE IN THE CAPITAL STRUCTURE, A VARIABLE REPRESENTING THE RATIO OF RISK ASSETS TO EXISTING NET WORTH IS OPTIMIZED. AMONG THE CASES STUDIED ARE SIMPLE, ONE-STOCK PORTFOLIOS WITH NO BORROWING, ONE--' STOCK PORTFOLIOS WITH LENDING, AND DIVERSIFIED PORTFOLIOS WITH BORROWING. IN ALL CASES, THE OBJECTIVE IS MAXIMI-' ZATION OF LONG-RUN WEALTH UNDER THE ASSUMPTION OF REPEATED REINVESTMENT OF PORTFOLIO RETURNS IN NEW PORTFOLIOS EACH PERIOD AND THE POLICYS ASSOCIATED CUMULATIVE EFFECTS.

0882 ROSS, W. R.
PERT/COST RESOURCE ALLOCATION PROCEDURE.'
THE ACCOUNTING REVIEW VOL. 41, 3. JULY, 1966. 3P.

THE -RESOURCE ALLOCATION PROCEDURE,- A SUPPLEMENT TO THE BASIC PERT/COST APPROACH TO MANAGING LARGE AND COMPLEX PROGRAMS OF WORK, IS CONCERNED WITH THE PROBLEM OF EFFICIENT ALLOCATION OF LIMITED RESOURCES IN ACCOMPLISHING WORK PRO-' GRAMS, AND IS BASED ON THE PREMISE THAT ACTIVITIES ON A NETWORK ARE SUBJECT TO TIME/COST TRADE-OFFS. THIS SUPPLEMENT FINDS ITS PRIMARY USEFULNESS IN PLANNING SMALL GROUPS OF ASSOCIATED ACTIVITIES WHICH REPRESENT ONLY A MINOR PORTION OF THE OVER-ALL PROGRAM OF WORK.

COMMENCING WITH THE PRELIMINARY PROCEDURAL STEPS WHICH DETERMINE THE LOWEST TIME/COST ALTERNATIVES CONSISTENT WITH THE DIRECTED DATE, APPLICATION OF THE RESOURCE ALLOCATION PROCEDURE IS COMPLETED BY EVALUATING THE EFFECTS OF COM-' BINATION REDUCTIONS OF ACTIVITIES, CRITICAL PATH SHIFTS, VARIABLE/FIXED COSTS RELATIONSHIPS, AND LEVELING OVER-AND-UNDER UTILIZATION OF RESOURCES.

0883 ANONYMOUS
FIVE YOUNG MEN TELL WHAT ITS LIKE TO BE A NEGRO IN MANAGEMENT
BUSINESS MANAGEMENT VOL. 29, 7. APRIL, 1966. 16P.

THE NEGRO, AS A MEMBER OF A BUSINESS SOCIETY THAT IS ALMOST EXCLUSIVELY WHITE, IS A STRANGER. THE CORPORATE EX-' ECUTIVE BADLY NEEDS AN EDUCATION ABOUT THE NEGRO IN HIS LO-' CAL COMMUNITY AND IN HISTORY SO AS TO DEVELOP SOME ABILITY TO EXAMINE SITUATIONS FROM THE NEGROS POINT OF VIEW. IT WAS IN THIS SPIRIT THAT A -BUSINESS MANAGEMENT- EDITOR INTER-' VIEWED 5 YOUNG AMBITIOUS NEGROES- ALL OF WHOM ASPIRE TO MANAGEMENT- TO EDUCATE THIS MAGAZINES READERS.

IN THE INTERVIEWS, THE MEN CALMLY AND RATIONALLY EX-' PLAINED HOW AND WHY NEGRO EMPLOYEES HAVE BEEN MISHANDLED, WHAT THE NEGRO SEEKS IN THE WHITE MANS BUSINESS WORLD, HOW HE INTENDS TO GET IT, AND WHAT COMPANIES CAN DO TO HELP AL-' LEVIATE SOME OF THE NEGRO PERSONNEL PROBLEMS. THE NOVELTY OF THIS ARTICLE IS THAT FOR THE FIRST TIME ARTICULATE AND THOUGHTFUL NEGRO EMPLOYEES CAN ADDRESS A NATIONAL TOP MAN-' AGEMENT AUDIENCE ON AN ISSUE OF NATIONAL PROPORTIONS.

0884 SILBERMAN, CHARLES E.
BUSINESS CAN LIVE WITH THE -LABOR SHORTAGE- .'
FORTUNE, VOL. 73, NO. 5, MAY, 1966, 10 PAGES

WITH NATIONWIDE UNEMPLOYMENT ALREADY DOWN BELOW FOUR PERCENT AND DRAFT CALLS CUTTING INTO THE LABOR FORCE, LOTS OF EMPLOYERS THINK THEY ARE -SCRAPING THE BOTTOM OF THE BARREL-. A 3 MONTH STUDY BY FORTUNE INDICATES THAT THE ALARM IS GREATLY EXAGGERATED. WHERE BUSINESS IS RESPONDING TO THE NEW SITUATION INTELLIGENTLY AND CREATIVELY, IT IS FINDING ALL THE WORKERS IT NEEDS. SOME EMPLOYERS ARE USING HIRING STANDARDS THAT EXCLUDE THE LABOR THAT IS AVAILABLE. BUT THE PINCH CAN BE OVERCOME BY TRAINING PEOPLE TO FIT JOB REQUIREMENTS AND CHANGING JOB REQUIREMENTS TO FIT PEOPLE.

WHEN BETHLEHEM STEEL OPENED ITS NEW FINISHING PLANT AT BURNS HARBOR, INDIANA, IT -MANUFACTURED- ITS LABOR FORCE AT THE SITE. LOCAL FARMERS AND SALESMEN WERE TRAINED TO SOME HIGHLY SKILLED JOBS IN 2 MONTHS. FOUR-FIFTHS OF THE 2,000 WORKERS AT BURNS HARBOR ARE NEW TO THE INDUSTRY AND MOST ARE VERY YOUNG.

0885 SCHWITTER, JOSEPH P.
COMPUTER EFFECTS UPON MANAGERIAL ACCOUNTING JOBS.'
PERSONNEL JOURNAL, VOL. 45, NO. 5, MAY, 1966, 4 PAGES

INTERVIEWING CONDUCTED WITH THE CONTROLLER, THE CHIEF ACCOUNTANT OR ASSISTANT ACCOUNTANTS OF NINETEEN FIRMS FROM INDUSTRIES OF VARIOUS SIZES INDICATED THAT THE INTRODUCTION OF COMPUTERS INCREASED THE DIFFICULTY OF THE MANAGERS TASK, REQUIRING MORE TECHNICAL ABILITY AND THE EXERCISE OF MORE JUDGMENT IN DECISION MAKING. NO SALARY ADJUSTMENTS APPEAR TO HAVE BEEN MADE.

QUANTITATIVE AND QUALITATIVE CHANGES WERE STUDIED. JOB CONTENT IN QUANTITATIVE TERMS REFERS TO THE NUMBER OF SUBORDINATES AND TASKS THAT CONSTITUTE THE JOB, AS WELL AS SHIFTS IN EMPHASIS OF CERTAIN TASKS EXPRESSED IN TIME SPENT TO PERFORM THEM. CHANGES IN SKILL AND KNOWLEDGE WERE DETERMINED BY MATHEMATICAL ABILITY, TECHNICAL KNOWLEDGE, COMPUTER PROGRAMMING, SYSTEMS DESIGN, AND JUDGMENT.

POSSIBLE REASONS FOR THE LACK OF SALARY ADJUSTMENTS ARE MENTIONED.

0886 ROTHERY, BRIAN
INFORMATION AND ABSTRACTION.'
DATA PROCESSING VOL. 8, 6. JUNE, 1966. 2P.
DOCUMENTATION, RETRIEVAL

THE PROBLEM OF DESCRIBING AND CLASSIFYING ABSTRACTIONS IS ONE OF THE SEVERAL SEVERE PROBLEMS IN THE FIELD OF SPEC-' IALIZED INFORMATION TODAY. ROTHERY EXPLORES THE RAMIFICA-' TIONS OF IDENTIFYING AND PROCESSING THE COMPLEX IDEAS THAT MEN MUST COMMUNICATE TO EACH OTHER.

THE REAL PURPOSE OF DOCUMENTATION IS TO PRODUCE PAPER-' WORK THAT WILL INTELLIGIBLY DESCRIBE HOW THE SYSTEM WORKS. THUS THERE IS A DIRE NEED FOR LANGUAGES THAT CAN BE UNDER-' STOOD, FOR MODULES, MACROS, SUBROUTINES- IN SHORT CLASSIFI-' CATION. THE SYSTEM CAN BE WRAPPED UP INTO ONE NEAT HUMMING BOX, BUT DOCUMENTATION OF PROGRAMS MUST BE LAID OUT IN UND-' ERSTANDABLE BLOCKS WHICH ARE LOGICAL PARTS OF THE WHOLE. THERE MUST BE A START, THERE MUST BE CENTRAL UPDATING LOOPS UNDER DECISION CONTROL, THERE MUST BE EXCEPTION PROCEDURES, AND THERE MUST BE AN END. THE NEED FOR DOCUMENTATION WILL CONTINUE AS LONG AS PROGRAMS ARE SUBJECT TO CHANGE, AND IN THIS WORLD, THAT LOOKS LIKE FOREVER.

0887 ROTHERY, BRIAN
THE GENERATION OF INFORMATION.'
DATA PROCESSING MAGAZINE VOL. 8, 7. JULY, 1966. 2P.

IT SERVES MEN NO PURPOSE, IF AFTER THEY DEVELOP NEW TECHNOLOGIES AND HARDWARE, THEY CANNOT COMMUNICATE HOW TO USE THESE TOOLS. ONE MUST ALSO DEVELOP THE MEANS TO COMMUN-' ICATE INFORMATION BETTER TO THE POTENTIAL USER. THIS ARTICLE DISCUSSES THE CAUSES OF NONCOMMUNICATION OF INFORMATION, AND HOW IT IS PERPETUATED IN INDUSTRY AND GOVERNMENT.

COMPUTER INFORMATION IS DEVELOPING AT A PHENOMENAL RATE. THIS PUTS A GREAT STRAIN ON ITS POWER OF DESCRIBING AND COMMUNICATING, FOR THIS INDUSTRY IS PRODUCING WHOLE SYSTEMS BUT IT IS MOST SUCCESSFUL. THERE ARE TWO REASONS FOR ITS SUCCESS. FIRST, IT HAS NOT RELIED ENTIRELY ON WRITTEN INSTRUCTION, BUT HAS FALLEN BACK ON VERBAL COMMUNICATION. THE SECOND REASON IS THAT IT HAS BORROWED ONE OF ITS OWN ARTS, THAT OF PROGRAMMING, AND USED IT AS A WAY OF EXPRES-' SION. ONE OF THE MAJOR RESULTS OF THIS DISCOVERY IS THE AP-' PLICATION OF THE PROGRAMMED INSTRUCTION METHOD OF TEACHING. THIS FORM OF EXPRESSION DEMANDS TIME AND EXPERTISE.

0888 GREENBERGER, MARTIN
THE PRIORITY PROBLEM AND COMPUTER TIME SHARING.'
MANAGEMENT SCIENCE VOL. 12, 11. JULY, 1966. 18P.

PRIORITY DECISIONS ARISE WHENEVER LIMITED FACILITIES MUST BE APPORTIONED AMONG COMPETITIVE DEMANDS FOR SERVICE. SINCE THESE CONSIDERATIONS OFTEN CONFLICT, THE PRIORITY RULE SERVES AS A MEDIATOR. USE OF A COMMON COST MEASURE CAN HELP EFFECT THIS MEDIATION, AS RESULTS FROM RECENT JOB SIMULA-' TIONS ILLUSTRATE.

A PRIORITY OPERATION OF CONTEMPORARY INTEREST IS SCHEDULING A TIME-SHARED COMPUTER AMONG ITS CONCURRENT US-' ERS. SERVICE REQUIREMENTS ARE NOT KNOWN IN ADVANCE OF EX--' CUTION. TO KEEP RESPONSE TIMES SHORT FOR SMALL REQUESTS, SERVICE INTERVALS ARE PARTITIONED AND SEGMENTS ARE SERVED SEPARATELY IN ROUND-ROBIN FASHION. A MATHEMATICAL ANALYSIS PINPOINTS THE TRADEOFF BETWEEN OVERHEAD AND DISCRIMINATION IMPLICIT IN THIS PROCEDURE, AND ALLOWS ALTERNATE STRATEGIES TO BE COSTED. THE OBJECTIVES OF TIME-SHARING ARE ALSO RE-' VIEWED, AND IMPLICATIONS ARE DRAWN FOR THE DESIGN OF FUTURE PRIORITY AND PRICING SYSTEMS.

0889 WIEST, JEROME D.
HEURISTIC PROGRAMS FOR DECISION MAKING.'
HARVARD BUSINESS REVIEW, SEPT.-OCT., 1966. PAGES 129-143.

THIS ARTICLE DESCRIBES HOW NEW VERSIONS OF THE BASICALLY SIMPLE CONCEPT ENABLE MANAGERS TO DEAL SUCCESSFULLY WITH MANY DIFFERENT PROBLEMS THAT DO NOT YIELD TO OTHER PROBLEM-SOLVING TECHNIQUES.

AFTER DEFINING HEURISTIC PROGRAMMING, THE AUTHOR CITES REASONS FOR ITS USE. HE BACKS THESE UP WITH EXAMPLES OF IT BEING USED IN PORTFOLIO SELECTION, ASSEMBLY-LINE BALANCING, JOB SHOP SCHEDULING, FACILITIES LOCATION, INVENTORY CONTROL, WAREHOUSE SITES, ENGINEERING DESIGN, AND LARGE-PROJECT SCHEDULING.

THE AUTHOR ALSO DISCUSSES BRIEFLY HOW THIS WILL CHANGE THE SCOPE OF THE JOBS IN MIDDLE MANAGEMENT.

AN APPENDIX, COMPLETE WITH CHARTS AND GRAPHS, PRESENTS A SIMPLIFIED VERSION OF A HEURISTIC PROGRAM FOR SCHEDULING PROJECTS.

0890 TAYLOR, JAMES W. DEAN, NEAL J.
MANAGING TO MANAGE THE COMPUTER.'
HARVARD BUSINESS REVIEW, SEPT.-OCT., 1966. PAGES 98-110.

THIS STUDY OF HOW 33 SUCCESSFUL MANUFACTURING COMPANIES HAVE BEEN USING THE COMPUTER COVERS TRENDS IN COSTS, CRITICAL APPLICATIONS, ORGANIZATION, EFFECTIVENESS, CONTROL, AND COORDINATION.

GRAPHS AND CHARTS ARE USED THROUGHOUT THE ARTICLE TO DEPICT SUCH THINGS AS RELATIONSHIP OF COMPUTER EXPENSE TO SALES, COMPOSITION OF COMPUTER EXPENSES, BASIC PATTERNS OF COMPUTER ORGANIZATION STRUCTURES, AND PLANNING FOR INTEGRATION.

THE ARTICLE CONCLUDES WITH A LIST OF CHARACTERISTICS OF EFFECTIVE MANAGEMENT PRACTICES TO BE USED AS GUIDELINES FOR EVERY COMPUTER USER.

0891 CRAWLEY, WILLIAM J.
CAN WE INTEGRATE SYSTEMS WITHOUT INTEGRATING MANAGEMENT.'
JOURNAL OF DATA MANAGEMENT VOL.4 NO. 8 AUGUST 1966 7 PAGES
JOB, ANALYSIS

WE SHOULD RECOGNIZE THAT IN MANY CASES INTEGRATED SYSTEMS OFFER AN ECONOMICAL AND EFFICIENT MEANS OF GATHERING AND SYNTHESIZING MASS DATA OF QUANTITIVE NATURE. WE HAVE NO PROOF YET THAT THEY ARE EFFECTIVE IN EXTRACTING THE IN-' FERENCES THAT A GOOD MANAGER COULD OBTAIN. COLLECTION AND SYNTHESIS OF MASS QUANTITATIVE DATA IS ONLY ONE ASPECT OF PROBLEM SOLVING. ANOTHER ASPECT IS THE EXTRACTION OF MEAN-' INGFUL CONCLUSIONS FROM THE DATA.

SECONDLY, THESE SYSTEMS PROCESS ONLY QUANTITATIVE DATA WHICH ARE CHIEFLY INTERNALLY GENERATED. EXCEPT FOR SOME MINOR APPLICATIONS THEY DO NOT PROVIDE COLLECTION AND ANALYSIS OF EXTERNAL AND QUALITATIVE DATA.

MANAGEMENT WILL BECOME INTEGRATED AS A RESULT OF JOB ROTATION AND PROMOTION OF CAPABLE EDP GENERALISTS.

0892 BEGED-DOV, A. G.
WHY ONLY FEW OPERATIONS-RESEARCHERS MANAGE.'
MANAGEMENT SCIENCE VOL. 12, 12. AUGUST, 1966. 14P.
OPERATIONS-RESEARCH, EDUCATION

THE CENTRAL CONTENTION OF THIS PAPER IS THAT THE SINGLE MOST RELIABLE INDICATOR OF HOW EFFECTIVE IS O.R. IS THE PROPORTION OF OPERATIONS-RESEARCHERS WHO EVENTUALLY ATTAIN GENERAL MANAGEMENT RESPONSIBILITIES. HOWEVER, THE SURPRISING FACT IS THAT NUMEROUS SCIENTISTS AND ENGINEERS ARE TODAY HEADING SOME OF THE NATIONS LARGEST CORPORATIONS. THE MAIN OBSTACLES STANDING IN THE WAY OF CONDUCTING SUPERIOR OPER-' ATIONS-RESEARCH ARE DISCUSSED.

DUE TO THE NEWNESS OF THE PROFESSION AND THE SMALL NUMBER OF OPERATIONS-RESEARCHERS CURRENTLY EMPLOYED, IT HAS NOT BEEN POSSIBLE FOR A NOTICEABLE NUMBER OF CAPABLE MEMBERS OF THE PROFESSION TO FIRST DEMONSTRATE THEIR ABILITIES AND

THEN ASSUME RESPONSIBLE POSITIONS. ALSO, MANY HIGH-LEVEL MANAGERS DOUBT THAT THE ACCOMPLISHMENT OF -OR- IN BUSINESS JUSTIFIES GREATER RESPONSIBILITIES FOR OPERATION-RESEARCH-' ERS. FINALLY, OR EDUCATION IS NOT EFFECTIVE IN PREPARING OR GRADUATES FOR SUPERIOR OR PERFORMANCE AND FOR MANAGEMENT.

0893 GUZZARDI W
THE YOUNG EXECUTIVES 3, AT THE CRUCIAL POINTS OF DECISION)'
FORTUNE SEPTEMBER, 1964

THIS THIRD ARTICLE IN FORTUNES SERIES ON YOUNG EXECU-' TIVES SHOWS THERE IS NO CONFORMIST PATTERN IN THE AGGRES-' SIVELY INDEPENDENT ATTITUDES OF THESE MEN. IT ALSO REVEALS THE ENORMOUS POWER THAT ACCRUES TO MEN IN THE SECOND LAYER OF CORPORATE MANAGEMENT, OFTEN AS A RESULT OF A MERGER OR SPIN-OFF. RATHER THAN CONSTRICT THE CREATIVE ROLE OF A YOUNG MAN, THE LARGE CORPORATION IS VERY LIKELY TO PLACE HIM AT THE CRUCIAL POINTS OF DECISION. THIS ARTICLE STUDIES THE MATTERS THAT POSSESS AND SOMETIMES OBSESS THESE YOUNG MEN, THEMSELVES, THEIR COMPANIES, THEIR PROBLEMS.

THE ARTICLE DISCUSSES FOUR EXEMPLARY SITUATIONS. ALL ARE CASES IN WHICH YOUNG EXECUTIVES DEAL IN BUSINESS SITUA-' TIONS AGAINST A BIG-COMPANY BACKDROP WITHOUT BEING CAST INTO CORPORATE MOLDS. THE AUTHOR BELIEVES THE REASON FOR THIS IS NOT THE COMPANY POLICY, NOR THE CHARACTER OF THE MAN, BUT RATHER THE UNIQUENESS OF THE SITUATIONS THAT EACH MAN MUST COPE WITH IN THE BUSINESS WORLD TODAY.

0894 SIMLER, NJ
LONG-TERM UNEMPLOYMENT AND PUBLIC POLICY
THE AMERICAN ECONOMIC REVIEW DEC, 64 VOL LIV NO 6

THE AUTHOR FEELS THAT THE RISE IN LONG-TERM UNEMPLOY-' MENT CANNOT BE EXPLAINED BY THE OVER-ALL RATE, AND AFTER SUMMARIZING THE CRITICISMS OF THIS STRUCTURAL HYPOTHESIS, SEEKS TO IDENTIFY FACTORS CAUSING THE LONG-TERMS RATES, TO ESTABLISH A THEORY OF LONG-DURATION UNEMPLOYMENT, AND TO DRAW CONCLUSIONS RESPECTING PUBLIC POLICY.

DATA SHOW THAT PERSISTANT LONG-TERM UNEMPLOYMENT CAN EMERGE, INCREASE, AND CONCENTRATE AMONG OLDER WORKERS WITH NO CHANGE IN STRUCTURE, INFERING THAT STRUCTURAL EMPLOYMENT INCREASES CAN BE THE RESULT AND NOT THE CAUSE OF OVER-ALL UNEMPLOYMENT.

SIMLER SUGGESTS THAT SUCCESSFUL MONETARY, FISCAL, AND LABOR MARKET POLICIES WOULD INCREASE OUTPUT TO ITS POTENTIAL BY THE VOLUNTARY, FREE-CHOICE OF THE PEOPLE BETWEEN WORK AND LIESURE.

0895 FEINBERG, MR PENZER, WN
FACTOR ANALYSIS OF A SALES SECTION BATTERY.'
PERSONNEL PSYCHOLOGY SEPTEMBER, 1964
SELECTION, RECRUITMENT

A SALES EXECUTIVE SELECTION BATTERY FROM 458 APPLICANTS WAS SUBJECTED TO A PRINCIPAL COMPONENTS FACTOR ANALYSIS US-' ING VARIMAX FACTOR ROTATIONS. THE STUDY WAS UNDERTAKEN BE-' CAUSE OF THE GAPS CREATED BY THE ALMOST NONEXISTENT FACTOR-' IAL STUDIES OF AN OPERATIONAL SALES SELECTION BATTERY. THE FINAL ROTATED MATRIX YIELDED SEVEN FACTORS WHICH SUGGESTED THAT THE BATTERY OF THE ORIGINAL 28 SCALES COULD BE RE-' DUCED CONSIDERABLY. THE FACTORS IDENTIFIED WERE LEVEL OF ASPERATION, TECHNICAL INTEREST, ANTI-AESTHETICISM, RE-' LIGIOUS-SOCIAL VALUES, SOCIAL ACQUIESCENCE, COMPUTATIONAL--' CLERICAL, AND INTELLECT.

IMPLICATIONS OF THE FACTOR ANALYSIS PATTERNS ARE DIS-' CUSSED IN THE ARTICLE. TABLES AND LISTS ARE USED TO SUMMARIZE INFORMATION.

0896 AFFINITO, LH
CONFLICTS OF INTEREST--WHERE ARE WE NOW.'
THE PRICE WATERHOUSE REVIEW WINTER, 1964

THIS ARTICLE STATES THAT THE INTEREST OF COMPANIES OVER CONFLICT OF INTEREST AMONG THEIR EMPLOYEES HAS NOT SUBSIDED. THE AUTHORS TAKE A SURVEY OF CURRENT POLICIES AND PRACTICES OF FIFTEEN MAJOR US CORPORATIONS IN A VARIETY OF INDUSTRIES. IF THESE COMPANIES ARE TYPICAL, A GREAT DEAL HAS BEEN AND IS BEING DONE TO AVOID CONFLICTS OF INTEREST NOT ONLY IN THE RANKS OF KEY EXECUTIVES BUT ALSO IN MIDDLE MANAGEMENT AND SOMETIMES EVEN IN THE ENTIRE EMPLOYEE AREA.

0897 CLELAND, DI
WHY PROJECT MANAGEMENT .'
BUSINESS HORIZONS WINTER, 1964

NEW PRODUCTS AND MARKETING STRATEGY OFTEN DO NOT FIT THE PURELY FU CTIONAL TYPE OF ORGANIZATION, A NEW MANAGERIAL PHILOSOPHY IS NEEDED THAT HAS NO ORGANIZATIONAL OR FUNC-' TIONAL CONSTRAINTS. SUCH A PHILOSOPHY IS PROVIDED BY PROJECT MANAGEMENT, A METHOD FOR MANAGING LARGE AGGREGATIONS OF RE-' SOURCES ACROSS FUNCTIONAL AND ORGANIZATIONAL LINES OF AUTHORITY. THE AUTHOR DISCUSSES THE NEED FOR THIS NEW TYPE OF MANAGEMENT AND THE NEW PROJECT MANAGER WHOSE DIFFERENT-' IATING CHARACTERISTICS ARE LISTED.

THE DEPARTMENT OF DEFENSE IS GIVEN AS AN EXAMPLE OF PROJECT MANAGEMENT IN ACTION. CHARTS IN THE ARTICLE DEPICT THE VARIOUS ORGANIZATIONAL ARRANGEMENTS POSSIBLE. THESE CHARTS ALSO HELP TO CLARIFY AUTHORITY RELATIONSHIPS.

0898 ANONYMOUS
THE IMPERATIVES OF AUTHORITY.'
DUNS REVIEW AND MODERN INDUSTRY. FEBRUARY, 1965
SUPERVISION, MOTIVATE

THE WORD AUTHORITY HAS A STRONG NEGATIVE CONNOTATION IN OUR SOCIETY, AND NO EXECUTIVE CAN BE SUCCESSFUL UNTIL HE UNDERSTANDS WHAT MOTIVATES PEOPLE TO DO A GOOD JOB. A GRASP OF THE PSYCHOLOGY OF AUTHORITY IS VITAL TO THE SMOOTH FUNCTIONING OF CORPORATE CHAINS OF COMMAND.

WHETHER THE MANAGER HAS ASCRIBED AUTHORITY OR ACHIEVED AUTHORITY, HIS DIRECTIVE MUST BE UNDERSTOOD, AND IF IT IS COMPATIBLE WITH THE AIMS OF THE ORGANIZATION THE PROBABILITY OF ITS BEING OBEYED IS HIGH. A MANAGER SHOULD HAVE NO CONFLICT IN THE SITUATION OF BEING BOTH A SUBORDINATE AND BOSS, PROVIDING HIS STATUS IS WELL DEFINED. MANAGERS MUST PROVIDE THE KIND OF DIRECTION THAT SUBORDINATES FOLLOW BECAUSE THEY WANT TO, NOT BECAUSE THEY HAVE TO. THE IMPERATIVE OF AUTHORITY IS NOT TO MAKE THE EMPLOYEES HAPPY BUT TO MAKE THEM PRODUCTIVE.

0899 ANONYMOUS
THE VIDEOFILE SYSTEM.'
DATAMATION II..57, JANUARY, 1965.
INFORMATION-RETRIEVAL

THE ARTICLE DISCUSSES A NEW INFORMATION RETRIEVAL SYSTEM WHICH USES MAGNETIC VIDEO TAPE FOR STORING DOCUMENTS. THE SYSTEM ACQUIRES AND STORES MATERIAL BY TELEVISION AND TELEVISION TAPE RECORDINGS. THIS VIDEOFILE SYSTEM IS THE FIRST TO PROVIDE THE THREE REQUIREMENTS OF AN ACTIVE STORAGE SYSTEM--FAST AUTOMATIC ACCESS, FLEXIBILITY IN UPDATING, AND COMPRESSION OF STORED DATA.

0900 ANONYMOUS
COMBINATION FORM SPEEDS ONE-SHOT PURCHASES.'
PURCHASING VOL 58-3..78-80, FEBRUARY 11, 1965.
TYPING, ORDER-FORMS

BY USING REQUISITIONS AS PURCHASE ORDERS, AND CONTROLLING THE SYSTEM WITH A UNIQUE NUMBERING TECHNIQUE, AN H K PORTER PLANT TAKES THE DRUDGERY OUT OF MISCELLANEOUS PURCHASES. THE INNOVATION ELIMINATED REPEAT TYPING, ASSURED ACCURACY, AND SAVED MONEY ON FORMS.

0901 HAUSER, CC
CORPORATE TAX PROBLEMS AND ESTATE PLANNING
THE JOURNAL OF TAXATION, VOL 22-2..92-97, FEBRUARY, 1965.

SYNCHRONIZING THE PROPER USE OF THE CORPORATE FORM WITH THE SHAREHOLDER S ESTATE PLANNING GOALS COVERS A VAST AREA, WITH MANY DIVERSE AND SPECIAL PROBLEMS. MR. HAUSER DISCUSSES THOSE CORPORATE PROBLEMS WHICH ARE TYPICALLY ENCOUNTERED IN PLANNING THE ESTATES OF STOCKHOLDERS IN CLOSELY HELD FAMILY CORPORATIONS, WHERE FAMILY CONTROL IS TO CONTINUE DESPITE THE DEATH OF THE PRINCIPLE SHAREHOLDER.

QUESTIONS TO BE RESOLVED AT THE TIME OF INCORPORATION ARE DISCUSSED--AMONG THEM EQUITY VS DEBT RELATIONSHIPS AND MULTIPLE AND SINGLE CORPORATIONS. THE AUTHOR ALSO PROBES REORGANIZATION PROBLEMS, SPIN OFFS, STOCK REDEMPTIONS AND PERSONAL HOLDING COMPANIES AND THEIR RELATION TO ESTATE PLANNING.

0902 BASSETT, GA
SHERLOCK HOLMES AND THE CASE OF THE MISSING QUALIFICATIONS.'
PERSONNEL JOURNAL VOL 44-2..80-85, FEBRUARY, 1965.
TESTING, SELECTION, RECRUITMENT, EVALUATION, QUALIFICATIONS

HOW TO SORT OUT THE GOOD JOB APPLICANT FROM THE POOR IS THE JOB OF EVERY PERSONNEL MANAGER. DIFFERENT APPROACHES AND BASES FOR SELECTION ARE DISCUSSED IN THIS ARTICLE.

THE CORRECT APPROACH WITH TESTING AND INTERVIEW DATA IS TO TREAT IT AS SAMPLED BEHAVIOR FROM WHICH TO PREDICT FUTURE JOB BEHAVIOR. IT IS PERHAPS TIME TO DEEMPHASIZE THE FRAUD DETECTION FUNCTION OF BACKGROUND INVESTIGATION AND TO CONCENTRATE ON ITS PREDICTIVE ASPECTS.

GATHERING BACKGROUND DATA CAN TAKE A VARIETY OF APPROACHES--PHONE CALLS, LETTERS, CREDIT REPORTS OR FORMAL INVESTIGATION MAY BE USED. CAREFUL ATTENTION TO THE RELIABILITY OF INFORMATION, FOLLOW-UP STUDY ON REFERENCE INFORMATION AND ASSURANCE TO EACH RESPONDANT MAY BE MORE VALID THAN TESTING.

A BETTER APPROACH PERHAPS IS TO USE A STANDARD EVALUATION ON EVERYONE FOR ANY CLASS OR LEVEL OF JOBS.

0903 HARTMAN, RI
MANAGERIAL MANPOWER PLANNING--A KEY TO SURVIVAL.'
PERSONNEL JOURNAL VOL 44-2..86-91, FEBRUARY, 1965.
ORGANIZATIONAL, PERFORMANCE-APPRAISAL, EVALUATION

THE IMPENDING SHORTAGE OF MANAGERIAL TALENT IN THIS COUNTRY CAN BE OVERCOME ONLY IF ORGANIZATIONS TODAY PREPARE PLANS FOR THE SUCCESSFUL DEVELOPMENT OF MANAGERIAL MANPOWER TO PROVIDE CONTINUATION OF COMPETENT MANAGERIAL PERSONNEL.

SUCCESSFUL MANAGERIAL MANPOWER PLANNING CAN BE ACCOMPLISHED BY THE PERFORMANCE OF THE FOLLOWING ACTIVITIES-

1. DETERMINATION OF ORGANIZATIONAL REQUIREMENTS
2. MANAGERIAL PERFORMANCE APPRAISAL,
4. DEVELOPMENT PROGRAMS.

EACH OF THE ABOVE ACTIVITIES IS GONE INTO IN DEPTH.

A CHART IS USED AS AN EXAMPLE OF MANAGERIAL INVENTOYR IN A PARTICULAR DEPARTMENT.

0904 POWELL, W.
INVENTORY OF GENERALLY ACCEPTED ACCOUNTING PRINCIPLES.'
THE JOURNAL OF ACCOUNTANCY, VOL 119-3..29-35, MARCH, 1965.

THIS ARTICLE PRESENTS A REVIEW AND EVALUATION OF AC-' COUNTING RESEARCH STUDY NO. 7 BY THE FIRST CHAIRMAN OF THE ACCOUNTING PRINCIPLES BOARD. IT ALSO COMMENTS ON SPECIFIC FEATURES OF THE INVENTORY, A REASONABLY CLEAR OUTLINE OF THE FRAMEWORK OF FINANCIAL ACCOUNTING AS IT STANDS TODAY. THE AUTHOR FEELS THAT THIS NEW WORK SHOULD BE EXTREMELY HELPFUL FOR THE ACCOUNTING PRINCIPLES BOARD IN DETERMINING WHICH OF THE BULLETINS OF THE FORMER COMMITTEE ON ACCOUNTING PROCE-' DURE SHOULD BE MAINTAINED. IT SHOULD ALSO IMPLEMENT THE BLENDING OF PRACTICE AND THEORY.

THE ARTICLE DISCUSSES OTHER ASPECTS OF STUDY NO. 7, A-' MONG THEM PRICE-LEVEL CHANGES, SUBSTANTIAL AUTHORITATIVE SUPPORT FOR PRINCIPLES, SOURCES OTHER THAN EXPERIENCE, THE LIMITATIONS OF HISTORICAL FINANCIAL STATEMENTS AS A BASIS FOR INVESTMENT DECISIONS, ALTERNATIVE ACCOUNTING METHODS, AND SEVERAL MINOR POINTS NOTED IN REVIEWING THE INVENTORY.

0905 BURNS, AF.
WAGES AND PRICES BY FORMULA.'
HARVARD BUSINESS REVIEW 43..55-64, MARCH-APRIL, 1965.

THE AUTHOR CLAIMS THAT THE CRITICAL NEED IS NOT FOR GUIDELINES FOR MANAGEMENT IN WAGES AND PRICES, BUT FOR WASHINGTON IN FORMULATING ITS OWN ECONOMIC POLICIES.

IF GENERAL GUIDEPOSTS FOR WAGES AND PRICES HAD THE

INFLUENCE INTENDED, THE AUTHOR BELIEVES THAT THEY COULD THROTTLE THE FORCES OF COMPETITION, BECOME A DRAG ON ECCNOMIC GROWTH AND EFFICIENCY, AND LEAD TO AN ECONOMY WHICH IS ALMOST INDISTINGUISHABLE FROM ONE IN WHICH WAGES AND PRICES ARE FIXED BY GOVERNMENT.

THUS, THE INTENDED EFFECT OF AVOIDING INFLATION AND PROVIDING MORE RESPCNSIBLE LABCR-MANAGEMENT LEADERSHIP WILL NOT RESULT UNLESS SENSIBLE GUIDELINES FOR MONETARY AND FISCAL POLICIES ARE BASED UPON THE RELATION BETWEEN THE NUMBER OF UNEMPLOYED AND THE NUMBER OF JOB VACANCIES. THIS GUIDELINE IS MERELY A DREAM NOW, BUT HOPEFULLY WILL BE POSSIBLE IN A FEW YEARS.

0906 ODIORNE, GS.
MANAGEMENT S MOTIVATION MUDDLE.'
MICHIGAN BUSINESS REVIEW, VOL XVII-2..27-32, MARCH, 1965.
JOB-BEHAVIOR

MOTIVATION IS MISUNDERSTCOD, MIS-USED, AND MIS-APPLIED BY MANAGEMENT, MR ODIORNE BELIEVES. HIS ARTICLE SUGGESTS

1. MOTIVATION HAS BEEN AN ATTEMPT TO EXPLAIN JOB BEHA-' VIOR, BUT UNSUCCESSFULLY. THE FOCUS, RATHER SHOULD BE ON CHANGING MANAGEMENT BEHAVIOR AND THE STIMU I THAT SHAPE IT.

2. MOTIVATION SHOULD NOT BE CONSIDERED A CURE FOR JOB BEHAVIOR PROBLEMS BECAUSE THESE PROBLEMS ARE NOT UNDERSTOCD.

3. TEACHING OF MOTIVATION OFTEN AIMS AT AMATEUR PSYCH-' OLOGY AND A RESENTED INVASION OF PRIVACY.

MOTIVATION AS A PROPOSED EXPLANATION OF JOB BEHAVIOR IS OFTEN FAULTY AND MAY EVEN CONSTITUTE MISUNDERSTANDING. THE MORE RELIABLE OF THE FINDINGS OF BEHAVIORAL RESEARCH ARE RELATED TO PHYSICAL MOTIVES, ACQUIRED, SOCIAL, SECONDARY LEARNED OR PSYCHOGENIC MOTIVES, WITH A CONCLUSION THAT WE SHOULD LEARN MORE ABOUT BEHAVIORAL RESEARCH AND USE AND TALK ABOUT IT LESS. THE PRACTICAL AND PHILOSOPHICAL UNIQUENESS OF MAN IN GENERAL AND IN THE CORPORATION IS DISCUSSED.

0907 DELBECQ, AL
MANAGERIAL LEADERSHIP STYLES IN PROBLEM-SOLVING CONFERENCE-' ACADEMY OF MANAGEMENT JOURNAL, VOL 7-4..255-268, DEC, 1964.

THIS ARTICLE DESCRIBES A STUDY OF EFFECTIVE MANAGEMENT LEADERSHIP IN CONFERENCE GROUPS WHICH WERE HELD WITHIN A BUREAUCRATIC ORGANIZATION AND DEALT WITH A DECISION-TASK NECESSITATING JUDGEMENT AND HEURISTIC PROBLEM-SOLVING.

THE CONCLUSIONS OF PRIOR RESEARCH IS PRESENTED IN PRO-' POSITIONAL FORM, FOLLOWED BY DISCUSSION OF THE STUDIES SUP-' PORTING THESE PROPOSITIONS. THE CENTRAL HYPOTHESIS OF THE RESEARCH STUDY IS STATED AND EXPLORED ACCOMPANIED BY SEVERAL COROLLARIES. MR DELBECQ S THEORY IS AS FOLLOWS--A DEFINITION RF ROLE OF EXPECTATIONS BY THE LEADER BASED ON THE LOGIC OF THE GROUP TASK IN A JUDGMENTAL CONFERENCE (REQUIRED SOLUTION STRATEGY) WILL RESULT IN A GREATER DISPERSION OF LEADERSHIP ACTS THROUGHOUT THE GROUP THAN WOULD OTHERWISE BE THE CASE, THUS FACILITATING A MOVEMENT TOWARD THE COLLEGIUM TYPE OF BEHAVIOR IMPLICIT IN THE JUDGMENTAL SOLUTION STRATEGY.

0908 BROWN, DS.
SUBORDINATES VIEWS OF INEFFECTIVE EXECUTIVE BEHAVIOR.'
ACADEMY OF MANAGEMENT JOURNAL, VOL 7-4..288-299, DEC, 1964.

THIS ARTICLE DESCRIBES A SURVEY WHICH EXPLORED CERTAIN ASPECTS OF INEFFECTIVE SUPERVISION. THE CHARACTERISTICS MOST FREQUENTLY CITED INVOLVED FAILURE TO RECOGNIZE AND MAKE USE OF THE FULL CAPABILITIES OF OTHERS. RESPONDENTS ALSO MEN-' TIONED LACK OF CONFIDENCE BY THE SUBORDINATES CREATED BY THE BOSS, AND POOR PERSONAL HABITS.

EXAMPLES OF BEHAVIOR OF SUPERIORS WERE GIVEN BY RES-' PONDENTS, THE MOST COMMON BEING DEGREDATION OF SUBORDINATES. WHERE SUCH BEHAVIOR EXISTED, IT WAS WIDELY DISCUSSED BY SUBORDINATES.

REASONS FOR ALLOWING SUCH BEHAVIOR WERE SUGGESTED--UN-' WILLINGNESS TO BELIEVE IT, UNAWARENESS, AND INCOMPETENCE TO DEAL WITH IT.

SUBORDINATES ARE CRITICAL OF THEIR SUPERICRS FOR A WIDE VARIETY OF REASONS, THE ARTICLE EMPHASIZES. THESE REASONS ARE SHOWN IN A NUMBER OF TABULATIONS.

0909 MILES, RE.
ATTITUDES TOWARD MANAGEMENT THEORY AS A FACTOR IN MANAGERS RELATIONSHIPS WITH THEIR SUPERIORS.'

THE STUDY REPORTED IN THIS ARTICLE EXAMINED THE SUG-' GESTED RELATIONSHIP BETWEEN THE ATTITUDES, ASSUMPTIONS, AND THEORIES WHICH A MANAGER HOLDS AND THE AMOUNT OF SUPPORT AND HELP HE RECEIVES FROM HIS OWN SUPERIOR. THE HYPOTHESIS TESTED WAS THAT HIGH-RATED SUBORDINATE MANAGERS, WHOSE JUDGMENT AND SUGGESTIONS MOST PREFERRED BY THEIR SUPERIOR HAVE ATTITUDES TOWARD MANAGEMENT CONCEPTS AND THEORIES MORE SIMILAR TO THOSE OF THEIR SUPERIORS THAN DO THEIR LOWER RATED FELLOW MANAGERS.

FINDINGS WERE AS EXPECTED. TABULATION OF THESE FINDINGS IS GIVEN IN A COMPREHENSIVE CHART. RESULTS DO NOT SHOW WHETHER SIMILARITY OF OPINION IS A REASON FOR OR A BY-PRO-' DUCT OF THE RANKING. SIMILARITY OF ATTITUDES IS FURTHER EX-' PLORED.

0910 JACKSON, EW.
HUNTING YARDSTICKS FOR CREATIVITY.'
MANAGEMENT REVIEW, VOL 54-3..38-41, MARCH, 1965.

THE GOVERNMENT AND INDUSTRY HIGHLY PRIZE CREATIVITY, AND HAVE BOTH SPONSORED A GREAT DEAL OF RESEARCH. CREATIVITY TESTS ARE OF TWO GENERAL TYPES--THOSE MEASURING PERFORMANCE AND THOSE ASSESSING CREATIVE PERSONALITY AND BEHAVIOR. EX-' AMPLES OF SEVERAL TESTS ARE GIVEN IN THE ARTICLE.

THE VARIOUS STUDIES HAVE INDICATED THAT--

1) CREATIVITY IS THE ABILITY TO MAKE NEW COMBINATIONS--IT IS PROBLEM-SOLVING.

2) CREATIVE PERSONS PREFER COMPLEXITY, INDEPENDENCE AND VARIETY.

3) CREATIVE MEN ARE MORE EMOTIONAL AND SENSITIVE.

5) CREATIVITY IS HINDERED, NOT HELPED, BY MENTAL ILLNESS AND NEUROTIC CONFLICT.

0911 SHAW, SJ.
BEHAVIORAL SCIENCE OFFERS FRESH INSIGHTS ON NEW PRODUCT ACCEPTANCE.'
JOURNAL OF MARKETING 29..9-13, JANUARY, 1965.

AN ESTIMATED 90 PERCENT OF ALL NEW PRODUCTS FAIL WITHIN FOUR YEARS OF THEIR INTRODUCTION. THE AUTHOR CLAIMS THAT THIS IS NOT BECAUSE CONSUMER BEHAVIOR IS FICKLE AND UNPREDICTABLE, BUT RATHER THAT MARKETING MANAGERS DO NOT FULLY UNDERSTAND THE PROCESSES BY WHICH CONSUMERS ACCEPT OR REJECT AN INNOVATION.

IN HIS ARTICLE HE INDICATES WHAT THE CONTRIBUTIONS OF THE BEHAVIORAL SCIENCES MIGHT BE. FOR EXAMPLE, THE

SMALL GROUP LEADERS ARE WHO INFLUENCE THE SPREAD AND ADOPTION OF INNOVATIONS, WHAT THE NATURE OF THE INNOVATION PROCESS IS, AND WHICH ATTRIBUTES OF THE INNOVATION ITSELF INFLUENCE ITS RATE OF ADOPTION. THE ANSWERS TO THE ABOVE PROBLEMS HELP TO IDENTIFY TASTEMAKERS, TO COMPARE THE RELATIVE ECONOMIC OR SOCIAL ADVANTAGES OF THE PRODUCT AND HELP TO COMMUNICATE THE NEW IDEA.

0912 DARR, JW
THE MANAGEMENT-AS-A-PROCESS CONCEPT.'
INDUSTRIAL MANAGEMENT REVIEW VOL 6-1..41-49, FALL, 1964

AFTER AGREEING THAT AS OF NOW THERE IS NO GENERAL THEORY OF MANAGEMENT, THE AUTHOR PROPOSES THAT A MEANINGFUL DEMONSTRATION OF THE USABILITY OF THE PROCESS THEORY OF MANAGEMENT CAN BE MADE. HE IDENTIFIES AND DISCUSSES THE SIX SCHOOLS OF MANAGEMENT THEORY AS LISTED BY KOONTZ.

THE MANAGEMENT-PROCESS SCHOOL REGARDS MANAGEMENT AS BEING UNIVERSAL IN THAT THE PRACTICE OF MANAGEMENT IS ESSENTIALLY THE SAME REGARDLESS OF THE GOALS TO BE ACHIEVED AND THE RESPONSIBILITY-AUTHORITY LEVELS OF PARTICIPATION WITHIN THE GOAL-SEEKING GROUP. HE CONCLUDES HIS ARGUEMENT STATING THAT THE CONCEPTUALIZATION, APPLICATION AND PRACTICE OF MANAGEMENT AS A PROCESS APPEARS TO PROVIDE A FOUNDATION FOR THE ACHIEVEMENT OF SERVICE, SOCIAL AND PROFIT OBJECTIVES.

0913 ANONYMOUS
PERSONNEL REPORTS--A CBS SPECIAL.'
BUSINESS AUTOMATION VOL 12-3..51-53, MARCH, 1965.
CODING, SELECTION, EVALUATION

THIS BROADCASTING COMPANY HAS DEVELOPED AN ALL PURPOSE COMPUTER PROGRAM THAT MAKES IT ECONOMICALLY FEASIBLE TO RETRIEVE VARYING COMBINATIONS OF DATA FROM EMPLOYEE MASTER RECORDS FOR SPECIAL REPORTS. INFORMATION SUCH AS SKILLS, EDUCATIONAL LEVEL, LOCATION, IS EASILY OBTAINABLE AND THE SYSTEM HAS PROVED INVALUABLE IN SOLVING PROBLEMS IN THIS AREA.

THE METHOD INVOLVES A MINIMUM OF TIME AND EFFORT BY THE DATA PROCESSING GROUP AND ENABLES THE REQUESTING INDIVIDUAL TO WRITE HIS OWN INSTRUCTIONS ON A CODING SHEET. STUDIES CAN BE MADE TO ASSIST IN REVIEWING PROMOTION POSSIBILITIES, TO ANALYZE AND CONTROL OVERTIME BY DEPARTMENTS AND TO PROJECT DEPARTMENT BUDGETS.

AMONG FUTURE USES OF THE NEW PROCEEDURE ARE EXECUTIVE TALENT SEARCHES AND AUTOMATIC CREATION OF AN INTERNAL CORPORATE TELEPHONE DIRECTORY.

0914 NIEDERHOFFER, V
CLUSTERING OF STOCK PRICES.'
OPERATIONS RESEARCH, VOL 13-2..258-265, MARCH-APRIL, 1965.

THIS STUDY CONTAINS DATA THAT THROW SUBSTANTIAL DOUBT ON THE APPLICABILITY OF THE RANDOM WLAK MODEL TO STOCK PRICES. SAMPLES OF THE BOOKS OF THE SPECIALIST INDICATE THAT STOCK MARKET DECISION MAKERS PLACE THEIR LIMIT AND STOP AT NUMBERS WITH WHICH THEY ARE ACCUSTOMED TO DEAL. CONGESTION OF LIMIT ORDERS, IN COMBINATION WITH THE SPECIALIST S RE-' LUCTANCE TO TRADE FOR HIS OWN ACCOUNT, CREATES A SITUATION WHERE HIGHER PRICED ISSUES TRADE MAINLY AT THE INTEGERS.

SIX SAMPLES OF TWO HUNDRED LOW PRICED ISSUES UNCHANGED FOR THE DAY, AND TWO SAMPLES OF ISSUES STATIONARY UNTIL NOON INDICATE THAT THESE PRICES SETTLE AT ROUND NUMBERS. INTEL-' LIGENT TRADING OF FLOOR TRADERS AND SPECIALISTS CAUSES THE RATIO OF HIGHS AND LOWS TO BE GREATER THAN 1 AT 7/8 AND LESS THAN 1 AT 1/8.

0915 BARRATT, G.
THE IMPORTANCE OF STATEMENT 33.'
THE ARTHUR ANDERSEN CHRONICLE VOL 25-2..20-28, APRIL, 1965.

THE PURPOSE OF THIS ARTICLE IS TO STIMULATE DISCUSSION OF STATEMENT 33 WITHIN THE ACCOUNTING PROFESSION TO PROMOTE A BETTER UNDERSTANDING OF THE RESPONSIBILITIES OF THE CPA AND THE SIGNIFICANCE OF THE AUDITORS OPINION ON HIS EXAMINATION OF FINANCIAL STATEMENTS. THE SUBJECT MATTER IN STATEMENT 33 IS PRESENTED IN RELATION OT THE TEN GENERALLY ACCEPTED AUDITING STANDARDS WHICH HAVE BEEN APPROVED AND ADOPTED BY THE MEMBERSHIP OF THE AICPA.

0916 MCDANIEL, CD
THE COMMON MARKET TODAY.'
THE ARTHUR ANDERSEN CHRONICLE VOL 25-2..7-11, APRIL, 1965.

THIS ARTICLE TRACES THE GROWTH OF THE COMMON MARKET TO ITS PRESENT STATE. A SHORT DISCUSSION ON THE PROBLEMS IT FACES TODAY SUCH AS SQUEEZING OF PROFIT MARGINS, HARDENING OF INTEREST RATES AND INCREASING LABOR DEMANDS LEADS INTO SOME SPECULATIONS ON THE FUTURE.

AS THE COMMON MARKET DEVELOPS IT WILL GENERATE A GREAT DEAL OF ITS OWN PURCHASING POWER AND OFFER A VERY LARGE FIELD IN MANY LINES BEFORE IT REACHES SATURATION POINT. AT THE SAME TIME, AS MANUFACTURING OPERATIONS BECOME CONSOLICATED INTO LARGER UNITS WITH INCREASED USE OF POWER AND A LESSER DEPENDENCE UPON MANUAL LABOR, WE ARE GOING TO BE FACED WITH SOME REAL COMPETITION. BUSINESS IS BECOMING

MORE INTERNATIONAL ALL THE TIME, AND WHETHER OUR COMPANIES MEET THIS COMPETITION IN THE COMMON MARKET ITSELF, ON NEUTRAL GROUND, OR WAIT FOR ITS PRODUCTS TO INVADE OUR MARKETS WILL BECOME AN INCREASINGLY IMPORTANT FACTOR IN THE FUTURE OF AMERICAN BUSINESS.

C917 HANSEN, NM.
MUNICIPAL INVESTMENT IN AN AGGLOMERATION
LAND ECONOMICS VOL 41-1..49-56, FEBRUARY, 1965.

THIS PAPER DEVELOPS A GENERAL METROPOLITAN AGGLOMERATION PROTOTYPE AND EXAMINES ITS CONSEQUENCES FOR INTRA-AGGLOMERATION MUNICIPAL INVESTMENT. THE DIVISION OF TOTAL INVESTMENT INTO SOCIAL AND ECONOMIC COMPONENTS HELPS CLARIFY THE GENERAL ANALYSIS. THE PROTOTYPE IS THEN EXAMINED IN LIGHT OF EMPIRICAL EVIDENCE FROM THE BELGIAN PRIVINCE OF EAST FLANDERS.

THE PRESENT ANALYSIS MAY HELP TO EXPLAIN SOME OF THE CONTRADICTORY EVIDENCE WHICH HAS ARISEN OUT OF STUDIES OF AMERICAN URBAN AGGLOMERATIONS. THE RESULTS SUGGEST THAT THE CENTRAL CITY DOES SUPPORT A NET BURDEN, IN RELATION TO THE SURROUNDING METROPOLITAN AREA. THE DATA OF THIS STUDY INDICATE THAT THE CENTRAL CITY IS NOT SURROUNDED BY A HOMOGENEOUS GROUP OF SUBURBS AND THAT PROBLEMS OF URBAN CAPITAL FINANCE CANNOT BE ANALYZED OR SOLVED ON THIS BASIS.

C918 HARTMAN, LM SEASTONE, DA
WELFARE GOALS AND ORGANIZATION OF DECISION-MAKING FOR THE ALLOCATION OF WATER RESOURCES.'
LAND ECONOMICS VOL 41-1..21-30, FEBRUARY, 1965.

THE PURPOSE OF THIS PAPER IS TO IDENTIFY, DESCRIBE, AND APPRIASE INSTITUTIONAL ARRANGEMENTS FOR TRANSFERRING WATER AMONG USES. IT IS CONCERNED WITH DECISION REGARDING WATER USE WHERE EFFICIENCY PROBLEMS ARE IMPORTANT.

IT APPEARS THAT PUBLIC PROPRIETORYSHIPS AS THEY HAVE DEVELOPED IN CALIFORNIA AND AS THEY HAVE BEEN DISCUSSED BY SMITH AND BREWER, OFFER THE GREATEST POTENTIAL FOR ACHIEVING AN EFFICIENT USE OF WATER RESOURCES. THESE DISTRICT ORGANIZATIONS CAN ENCOMPASS MANY USES AND OFFER POTENTIAL FOR BRINGING THE ECONOMIC INTERESTS AFFECTED BY A CHANGE IN USE INTO THE DECISION PROCESS. THE PUBLIC DISTRICT SERVES BOTH WATER RESOURCE DEVELOPMENT AND ALLOCATION OBJECTIVES, AND AFFORDS A FRAMEWORK FOR THE PROCESS OF INTERNAL POLITICAL DECISION-MAKING IN THE COMMUNITY. THIS ORGANIZATION HAS THE POTENTIAL TO ACHIEVE EFFICIENT TRANSFER AND IS DESERVING OF CONTINUED STUDY.

C919 TOUGH, R MACDONALD, GD
THE NEW ZONING AND NEW YORK CITYS NEW LOOK.'
LAND ECONOMICS VOL 41-1..41-48, FEBRUARY, 1965.

NEW YORK CITY NOW HAS AN ORDINANCE BASED ON A SERIES OF ADVANCED PRINCIPLES AND EMBODYING TYPES OF REGULATIONS WHICH IF ENFORCED, WILL CHANGE THE LAND USE WITHIN THE METROPOLIS. THE EXPERIENCE TO DATE, HOWEVER, INDICATES THAT CONTINUOUS EFFORTS WILL BE MADE TO NEGATE THE EFFECTS OF THE NEW LEGISLATION. THE CONTINUED CRITICISMS BY SPECIAL INTEREST GROUPS ALSO INDICATES THAT PUBLIC OPINION IS FAR FROM CLEAR CUT ON THE VALUES OF THE NEW LAW. FROM THE INDIVIDUAL POINT OF VIEW, THE NEW ORDINANCE WILL EFFECT MONETARY LOSSES. FROM THE PUBLIC POINT OF VIEW, A NEW TYPE OF SYMBOLIC BUILDING, ONE WHICH REPRESENTS A LESS CROWDED AND A MORE RATIONAL USE OF LAND IS POSSIBLE. FURTHERMORE, IT MAKES POSSIBLE A CITY OF OPEN SPACES, SUNLIGHT AND ATTRACTIVE ARCHITECTURE. THE FORERUNNER OF A NEW ERA IN URBAN DEVELOPMENT.

C920 MATEER, W. H.
TAX ALLOCATION--A MACRO APPROACH.'
THE ACCOUNTING REVIEW, VOL 40 NO 3 JULY, 1965, 4 PAGES

AUTHOR DISCUSSES HIS APPROACH TO PROBLEM OF DETERMINING THE AMOUNT OF TAX TO DEDUCT IN OBTAINING A NET--INCOME FIGURE FOR FINANCIAL STATEMENTS. BEFORE--TAX INCOME DETERMINATION IS NO PROBLEM AS ONE ONLY HAS TO DECIDE ON A DEPRECIATION METHOD.

IN HIS APPROACH, HE ATTEMPTS TO SHOW THAT INCOME TAXES ARE PROPERLY CLASSIFIED AS EXPENSES BECAUSE THEY DO HAVE VALUE AND THEY DO CONTRIBUTE TO REVENUES. AS SUCH, A TRUE TAX LIABILITY SHOULD BE DETERMINABLE AND AMOUNTS DIFFERENT FROM ACTUAL CASH ASSESSMENTS SHOULD BE ALLOCATED TO OTHER ACCOUNTING PERIODS.

C921 ROBINSON, H. W.
WORTH WAITING FOR - THE MULTIPLE-ACCESS COMPUTER.'
DATA PROCESSING, VOL 7-9, SEPTEMBER 1965, 4 PAGES

DR. ROBINSON FORSEES THE ADVENT OF COMPUTERS WHICH CAN BE USED BY A GREAT NUMBER OF USERS AT THE SAME TIME. EACH USER WILL EXPERIENCE INSTANTANEOUS, UNDISTURBED ACCESS TO AND PROMPT SERVICE FROM THE SYSTEM WITH MAXIMUM EFFICIENCY OF USE. INSTEAD OF MANY INSTALLATIONS, A HUGE CENTRAL, MULTIPLE-ACCESS COMPUTER WILL PERFORM TASKS WITH LOWER TOTAL AND PER PERSON OPERATING COSTS.

CURRENTLY, MANY FIRMS HAVE BEGUN DEVELOPING MULTIPLE-ACCESS COMPUTERS WITH MANY PILOT PROJECTS ALREADY IN SERVICE INDICATIONS ARE THAT MAC WILL RESULT IN EXTENSIONS OF USERS INTELLECTUAL CAPABILITIES.

THE ECONOMIC SIGNIFICANCE OF MAC IS THE GREAT BREAK-THROUGH IN COST-PER-CALCULATION. CORPORATIONS WILL ALSO FIND COMPUTER INSTALLATION OVERHEAD DISAPPEARING. THERE WILL BE A GREAT INCREASE IN THE ROLE OF THE SERVICE BUREAU. HOWEVER, IT MAY BE MANY YEARS BEFORE MULTIPLE-ACCESS-COMPUTERS CAN BE PROVED COMMERCIALLY FEASIBLE.

C922 CATTANEO, E. R.
TIME-SHARING SEMINAR IN PRINT.'
DATA PROCESSING, VOL 7-9, SEPTEMBER 1965, 6 PAGES

THE PURPOSE OF THIS ARTICLE IS TO EXPLAIN THE GROWTH OF INTEREST IN COMPUTER TIME-SHARING. THIS IS A METHOD OF COMPUTER OPERATION WHICH PERMITS ON-LINE, REAL-TIME COMPUTER USE BY MANY USERS SIMULTANEOUSLY, GIVING EACH USER PROCESSING TIME WHEN HE NEEDS IT.

WITH INCREASING COMPUTING SPEED, IDLE COMPUTER TIME BECAME A PROBLEM. TO COMBAT THIS INEFFICIENCY, TIME-SHARING BECAME ECONOMICALLY ESSENTIAL.
EXPERIENCES WITH TIME-SHARING OPERATIONS SUGGEST A TREND TOWARD MEMORY-CENTERED, AS OPPOSED TO PROCESSOR-CENTERED SYSTEMS. NEW COMPUTER HARDWARE AND SOFTWARE DEVELOPMENTS HAVE SOLVED PROBLEMS INVOLVING STORAGE PROTECTION AND MAN-MACHINE COMMUNICATIONS.

TIME SHARING SYSTEMS USED IN COMMERCIAL AND SCIENTIFIC APPLICATIONS PERMITS LOWER USER COSTS WITH HIGHER, FASTER RETURNS. NEW TECHNIQUES REQUIRE NEW TIME-SHARING SOLUTIONS AS COMPUTER APPLICATIONS GROW.

C923 WEISS, A.
THE USE OF COLORS TO IMPROVE OPERATING EFFICIENCY.'
THE NEW YORK CERTIFIED PUBLIC ACCOUNTANT, VOL 35, 10 OCTOBER 1965, 5 PAGES
TRAINING, CODING, FILING, CLERICAL

THE USEFULLNESS OF COLOR IN FORMS, ON FILES, ATTACHMENTS TO MERCHANDISE AND EQUIPMENT AND OTHER RESPECTS IS TRULY FASCINATING AS A MEANS OF IMPROVING OPERATING EFFICIENCY IN OFFICE AND FACTORY. WEISS PRESENTS A SKETCH OF THE MANY USES OF COLOR IN THESE AREAS.

COLOR CODING IS USED TO SAVE TIME AND EFFORT IN IDENTIFYING ITEMS, TO PERMIT SIGHT-CHECKS FOR CORRECTION OF FILING OR SORTING ERRORS, TO FACILITATE FILING AND THE RETURN OF ITEMS TO FILES, TO ALERT PERSONNEL TO ACTION SITUATIONS, EXCEPTIONS, OR PRIORITIES, TO CLASSIFY INFORMATION IN SEVERAL WAYS SIMULTANEOUSLY BY USING BACKGROUND COLORS AND STRIPES AS INDICATORS OF THE VARIOUS CATEGORIES, TO DRAMATIZE PRESENTATIONS, AND TO REDUCE TRAINING TIME FOR NEW PERSONNEL.

C924 DIAMOND, D. E.
OCCUPATIONAL SHIFTS IN NEGRO EMPLOYMENT.'
BUSINESS TOPICS, VOL 13 NO 3, SUMMER 1965, 13 PAGES

ALTHOUGH THERE HAS BEEN AN APPRECIABLE UPGRADING OF THE OCCUPATIONAL POSITION OF THE NEGRO DURING THE LAST 50 YEARS, HE IS STILL CONCENTRATED IN OCCUPATIONS WHICH IN TERMS OF EDUCATION, SKILLS, PAY LEVELS, AND EMPLOYMENT STABILITY ARE INFERIOR TO THOSE HELD BY MOST WHITES. THIS IS DUE TO THE NEGROES INABILITY TO JOIN PROPORTIONATELY WITH WHITES IN THE SHIFT TO THE HIGHER PAYING SERVICE OCCUPATIONS. AS A RESULT, HE HAS MADE LITTLE PROGRESS IN IMPROVING HIS RELATIVE INCOME POSITION SINCE 1910.

DIFFERENCES BETWEEN QUALITY AND QUANTITY OF NEGRO AND WHITE EDUCATION ARE AT THE ROOT OF THE PROBLEM. IN ADDITION, IN ALL MAJOR OCCUPATIONAL GROUPS, NEGROES EARN SIGNIFICANTLY LESS THAN WHITES WITH THE SAME EDUCATIONAL BACKGROUND.

PRIVATE EMPLOYERS CAN PLAY A KEY ROLE IN PRESENTING THE NEGRO COMMUNITY WITH BOTH OPPORTUNITY AND CHALLENGE. ONLY IF OUR SOCIETY IS WILLING TO MULTIPLY ITS PRESENT COMMITMENTS WILL THE OUTLOOK CHANGE. TABLES.

C925 KIMBALL, J. T.
AGE OF THE INTUITIVE MANAGER.'
DUNS REVIEW AND MODERN INDUSTRY, VOL 87, 1, JAN. 1966, 3 PP.

KIMBALL, CHAIRMAN OF EBS MANAGEMENT CONSULTANTS, ONE OF THE ELECTRIC BOND AND SHARE COMPANIES, LOOKS AHEAD AND FORECASTS THAT MANAGEMENT TODAY NEEDS MORE MAVERICKS. SLOWLY BUT SURELY THE TABLES ARE BEING TURNED ON THE INTUITIVE MANAGER.

WHO AND WHAT, THEN, IS THE INTUITIVE MANAGER. FIRST AND FOREMOST HE HAS THE VISIONARY AND ANTICIPATORY QUALITIES OF THE ENTREPRENEUR OF THE PAST. HE IS A MAN WHO LEANS HEAVILY ON HIS INSTINCTS, WHO SENSES OPPORTUNITIES AHEAD, AND WHO IS ABLE BY THE SHEER CONVICTION OF HIS BELIEFS TO PROPEL FORWARD MAJOR DECISIONS. ONE AREA IN WHICH THE INTUITIVE EXECUTIVE IS CRITICALLY NEEDED IS IN PLANNING. SINCE HIS MAIN ATTRIBUTES ARE FLEXIBILITY AND NEW IDEAS, IT IS IMPORTANT THAT HE SHOULD BE PART OF THE PLANNING PROCESS.

C926 WILKINSON, T. L.
AUDIT CONTROL OF INTERNATIONAL OPERATIONS.'
PRICE WATERHOUSE REVIEW, VOL 10-4, WINTER 1965, 7 PAGES

THE AUTHOR STATES THAT TO UNDERSTAND THE PROBLEMS FACING THE AUDITOR OVERSEAS, THE VARIOUS ASPECTS OF INTERNATIONAL BUSINESS MUST BE UNDERSTOOD.

THE ORGANIZATION OF A FOREIGN BUSINESS MUST BE MATCHED TO THE CUSTOMS AND LAWS OF THE COUNTRY. CLOSE CO-OPERATION BETWEEN OVERSEAS DIVISIONS IS A GOOD WAY TO ELIMINATE AREA PROBLEMS. THE ARTICLE DISCUSSES FIVE OF THE MOST IMPORTANT PROBLEMS AND RISKS OF DOING BUSINESS ABROAD.

THE MOST IMPORTANT POLICY TO CONSIDER WHEN INSTALLING MANAGEMENT CONTROLS IN FOREIGN OPERATIONS IS TO MAKE THE SYSTEM FIT THE CIRCUMSTANCES. THE PRACTICES FOUND VARY DUE TO LEGAL TRADITIONS. AMERICAN MANAGEMENT MUST UNDERSTAND AND RESPECT LOCAL ACCOUNTING METHODS. PUBLIC ACCOUNTS HAVE A SUPPLEMENTARY ROLE TO THE INTERNAL AUDITOR IN OVERSEAS OPERATIONS.

THIS ARTICLE CONCLUDES WITH A SECTION ON HOW TO SET UP AN INTERNATIONAL INTERNAL AUDIT GROUP.

C927 TOPIOL, JACK
ACCOUNTING FOR PUBLIC HEALTH NURSING ASSOCIATIONS.'
THE ACCOUNTING REVIEW VOL. 41, 1. JAN., 1966 9P.

THIS DISCUSSION, IT IS HOPED, WILL STIMULATE INTEREST 95 SOME OF THE DIFFICULTIES FACED IN ACCOUNTING FOR NONPROFIT-ORIENTED ENTERPRISE IN GENERAL AND IN ACCOUNTING PROBLEMS OF PUBLIC HEALTH NURSING AGENCIES IN PARTICULAR. QUESTIONS HAVE BEEN RAISED WITH REGARD TO PRINCIPLES AND PRACTICES AS THEY RELATE TO STATEMENT PRESENTATION, DISCLOSURE AND MATERIALITY CRITERIA, COST ACCOUNTING FOR PRICING PURPOSES, THE ENTITY CONCEPT, AND A VARIETY OF OTHER MATTERS. NONPROFIT ORGANIZATIONS ARE ASSUMING AN INCREASINGLY GREATER

ROLE IN THE PRODUCTION OF HEALTH SERVICES, AND THERE IS AN URGENT NEED TO IDENTIFY AND SOLVE THE ACCOUNTING NEEDS AND PROBLEMS FACED BY THEM.

0928 BUCKLEY, J. W.
MEDICARE AND ACCOUNTING.'
THE ACCOUNTING REVIEW, VOL 41,1, JANUARY 1966, 7 PAGES

APART FROM THE ACKNOWLEDGED IMPACT ON THE FIELDS OF MEDICINE AND INSURANCE, MEDICARE WILL UNQUESTIONABLY IMPINGE ON THE FIELDS OF MEDICINE AND INSURANCE. TO ESTABLISH THIS PREMISE THE AUTHOR TAKES NOTE OF THE MAJOR PROVISIONS OF MEDICARE AND EXAMINES THE PRESENT STATE OF THE ACCOUNTING SYSTEMS AND THE FUTURE REVISIONS THAT WILL BE NEEDED.

THE ACCOUNTING REQUIREMENTS ARE MORE RIGOROUS THAN AP-' PEARS ON THE SURFACE. MANY OF THE PROVIDERS WILL FIND IT NECESSARY TO CONVERT FROM THEIR PRESENT CASH METHOD OF ACCOUNTING TO AN ACCRUAL BASIS THAT INCLUDES A COSTING, STANDARD COSTING, AND PERIODIC REPORTING CAPABILITY. THE RESOURCES OF THE INTERMEDIARIES RECOGNIZED IN PUBLIC LAW 89-97 WILL BE ABLE TO PROVIDE SOME OF THE MONETARY AND TECHNICAL ASSISTANCE NEEDED BY THESE INSTITUTIONS TO MEET THEIR NEW ACCOUNTING REQUIREMENTS.

0929 BERENSON, CONRAD RUHNKE, HENRY O.
JOB DESCRIPTIONS GUIDELINES FOR PERSONNEL MANAGEMENT.'
PERSONNEL JOURNAL, VOL. 45, NO. 1, JAN., 1966, 6 PAGES

THE USE OF JOB DESCRIPTIONS AS IN IMPORTANT MANAGERIAL TOOL IS RECOGNIZED, BUT SOME ORGANIZATIONS FAIL TO MAKE FULL USE OF JOB DESCRIPTIONS OR ABUSE THEM. JOB DESCRIP-' TIONS ARE WRITTEN REPORTS OUTLINING THE DUTIES, RESPONSI-' BILITIES AND CONDITIONS ATTENDANT TO THE WORK ASSIGNMENT. THEY ARE DESCRIPTIONS OF JOBS, NOT OF THE INDIVIDUALS WHO HOLD THE JOBS.

IT IS IMPORTANT TO HAVE GOOD JOB DESCRIPTIONS. THE AUTHOR DISCUSSES HOW TO BEST DO THIS. NUMEROUS USES FOR JOB DESCRIPTIONS ARE SUGGESTED.

GOOD DESCRIPTIONS TAKE TIME, THEY MUST BE UP-DATED, COMPANY INTENTIONS SHOULD BE SERIOUS. THE DESCRIPTIONS SHOULD BE ACCESSIBLE, QUANTITATIVE DESCRIPTIONS SHOULD BE USED WHENEVER POSSIBLE, THE JOB ANALYST MUST SECURE THE CONFIDENCE OF THE EMPLOYEESARE SOME OF THE PROBLEMS DIS-' CUSSED. THE KNOWLEDGE FOR THE SUCCESFUL APPLICATION OF JOB DESCRIPTIONS IS AVAILABLE. EX. OF A JOB DES. IS GIVEN.

0930 HABBE, STEPHEN
GOALS IN NEGRO EMPLOYMENT.'
THE CONFERENCE BOARD RECORD VOL. 11, 12 DEC., 1965 3P.

DEVELOPMENTS IN THREE AREAS DURING RECENT YEARS HAVE LED MANY PERSONS TO BELIEVE THAT THE NEGRO HAS ATTAINED THE GOALS FOR WHICH HE HAS BEEN STRIVING FOR. THE THREE AREAS ARE PUBLICATIONS, LEGISLATION, AND BUSINESS. THIS ARTICLE RELATES THE CONSENSUS OF THE CHIEF EXECUTIVES OF 47 COMPANIES FROM COAST TO COAST UPON AN INTERVIEW BY THE -BOARD- ON THE NEGRO EMPLOYMENT PROBLEM.

THE EXECUTIVES BELIEVE THERE SHOULD BE EQUAL OPPOR-' TUNITY FOR ALL IN EMPLOYMENT. THERE ARE PROBLEMS INVOLVED IN PUTTING AN EQUAL EMPLOYMENT POLICY INTO PRACTICE. MANY PERSONS BECOME INVOLVED AND SOME HAVE NOT FOLLOWED THE POLICIES AS CLOSELY AS THE EXECUTIVES WANT THEM TO. THE EX-' ECUTIVES HAVE NOT CHANGED NOR ALTERED THEIR GOALS AND HAVE NO THOUGHTS OF DOING SO.

0931 PECK, H. D.
FURNITURE SELECTION FOR PEAK EFFICIENCY.'
ADMINISTRATIVE MANAGEMENT, VOL. 27, NO. 1, JAN., 1966, 11 PAGES

EFFICIENCY IS THE KEY WORD IN SELECTING OFFICE FURNITURE. THE BEST OF THE BASIC CHAIRS, DESKS AND TABLES PROMOTE EFFICIENCY BY SAVING SPACE, REDUCING THE MOVEMENTS OF ITS USERS AND THUS INCREASING PRODUCTIVITY, AND IM-' PROVING THE PSYCHOLOGICAL CONDITIONS BY PROVIDING PLEASING SURROUNDINGS.

IN THIS ARTICLE THE CONCERN IS WITH THE ACTUAL HARD-' WARE, THE FURNITURE ITSELF, AND AN ATTEMPT TO DEFINE SOME BROAD CATEGORIES OF OFFICE FURNITURE AND DESCRIBE THE FUNCTIONS OF EACH TYPE.

BROAD CATEGORIES DISCUSSED ARE THE CHOICE TO BE MADE BETWEEN WOOD AND METAL FURNITURE, SIZES, HEIGHT, MODULAR DESKS, L-RETURN DESKS, CONFERENCE TABLES, OTHER TYPES OF DESKS, SEVERAL KINDS OF OFFICE CHAIRS, CABINETS, CREDENZAS, BOOKCASES, AND TABLES. THERE ARE SEVERAL PICTURES OF VARIOUS KINDS OF OFFICE FURNITURE.

0932 COCHRAN, BURKE B.
PHONE ORDERS WITHOUT ERRORS.'
PURCHASING VOL. 60, 7. APRIL 7, 1966. 5P.
TRAINING, COMMUNICATION

PLACING 92 PERCENT OF ITS ORDERS BY PHONE, TRW SYSTEMS COULD NOT AFFORD MIXUPS ON THE HOT LINE. IT CALLED IN A TEAM OF EXPERTS TO TRAIN BUYERS IN EFFECTIVE TELEPHONE TECHNIQUES. WITH GARBLED PHONE MESSAGES DOWN TO A BARE MINIMUM, PURCHASING EFFICIENCY HAS ZOOMED AND ADMINISTRATIVE COSTS HAVE TUMBLED. THIS KIND OF ENHANCED COMMUNICATIONS IS IMPORTANT AT TRW SYSTEMS BECAUSE THE NATURE OF THE BUS-' INESS MAKES HIGH SPEED PROCUREMENT A MUST- THE FIRM IS HEAVY IN R AND D WORK AND TIGHTLY SCHEDULED AEROSPACE HARDWARE PROGRAMS. AS FAR AS THE BUYERS ARE CONCERNED, THEY COULD NOT BE MORE PLEASED WITH THE TRAINING THEY HAVE GOTTEN. BY FOCUSING ON THE NEEDS OF THE INDIVIDUAL, THE PROGRAM FOSTERED A STRONG SENSE OF PROFESSIONAL IDENTITY AND GAVE EACH BUYER THE STRONGEST POSSIBLE STIMULUS TO STRIVE FOR ERROR-FREE PERFORMANCE.

0933 MCCRACKEN, PAUL W.
EMPLOYMENT ACT OBJECTIVES AND OUR PRICE-COST PERFORMANCE.'
MICHIGAN BUSINESS REVIEW VOL. 18, 3. MAY, 1966. 8P.

WHAT IS THE RELEVANCE OF THE NATIONS PRICE-COST PER-' FORMANCE TO THE OBJECTIVES OF THE EMPLOYMENT ACT. THE PRICE-COST QUESTION NATURALLY DIVIDES ITSELF INTO THREE AREAS OF DISCUSSION- HOW IMPORTANT IS A REASONABLE STABLE PRICE-COST LEVEL TO THE OBJECTIVES OF FULL EMPLOYMENT AND RISING LEVELS OF LIVING, IS THERE A MARKET-POWER DIMENSION TO THE PRICE LEVEL PROBLEM, AND WHAT ARE THE POLICY IMPLI-' CATIONS OF THESE MATTERS FOR THE OBJECTIVES OF THE EMPLOY-' MENT ACT.

IN THE DOMESTIC ECONOMY A REASONABLY STABLE PRICE LEVEL IS DESIRABLE IN ITSELF FOR REASONS OF EQUITY PROBLEMS AND TO ELIMINATE DISTORTIONS OF CAPITAL FORMATION. THERE ALSO SEEMS TO BE AN ELEMENT OF THE MARKET-POWER PHENOMENON IN THE TENDENCY OF OUR PRICE-COST LEVEL TO EDGE HIGHER. THE AUTHOR CONCLUDES WITH A REVIEW AND APPRAISAL OF THE GUIDELINE AP-' PROACH TO PRICE-COST CONTROL.

0934 FERGUSON, LAWRENCE L.
HOW SOCIAL SCIENCE RESEARCH CAN HELP MANAGEMENT.'
CALIFORNIA MANAGEMENT REVIEW VOL. 8, 4. SUMMER, 1966 8P.

BRIDGING THE GAP BETWEEN PRACTICING MANAGERS AND RE-' SEARCH SOCIAL SCIENTISTS IS LARGELY THE SCIENTISTS RESPONS-' IBILITY. THE GREATEST NEED IS FOR MUTUAL DIRECT ACTION IN PROBLEM AREAS.

MANAGERS, WITH THE HELP OF THE SOCIAL SCIENTISTS, MUST LEARN MORE ABOUT THE IMPORTANCE OF PSYCHOLOGICAL FORCES IN THE WORKING ENVIRONMENT. HENCE, THE QUESTION BECOMES -WHAT CAN WE DO TOGETHER FOR THE BETTERMENT OF THE INDIVIDUAL THAT IN TURN WILL IMPROVE BUSINESS EFFECTIVENESS FOR THE ADVAN-' TAGE OF ALL. IN THE SUCCESSIVE ADVANCES MADE IN IMPROVING SYSTEM EFFICIENCY AND OUTPUT, FUTURE COMPETITIVE ADVANTAGES WILL PROBABLY LIE WITH THOSE MANAGERS WHO ARE BEST ABLE TO PROVIDE MEANS FOR MORE FULLY UTILIZING THE POTENTIAL ABILI-' TIES OF ALL THEIR EMPLOYEES.

0935 GERDES, VICTOR
SOCIAL SECURITY AND FAMILY INCOME REQUIREMENTS.'
THE JOURNAL OF RISK AND INSURANCE VOL. 33, 2. JE. 1966 11P.

FAMILY BENEFITS, OR FAMILY ALLOWANCES AS THEY ARE MORE COMMONLY CALLED, ARE WIDELY USED SOCIAL SECURITY INSTRUMENTS DESIGNED TO PROVIDE INCOME TO SUPPLEMENT FAMILY REQUIRE-' MENTS. CONSIDERATION OF VARIOUS CONTRASTING LINES OF ADVO-' CACY OF FAMILY BENEFITS ARE MADE IN THIS ARTICLE AND CRITI-' CAL IMPLICATIONS ARE DRAWN FROM OBSERVATIONS OF THIS -MIS-' SING GAP.-

A FEW OF THE ALLEGED MERITS OF THE FAMILY ALLOWANCE BRANCH OF THE SOCIAL SECURITY SYSTEM ARE THAT IT ASSISTS IN THE PRESERVATION AND PROMOTION OF THE FAMILY, IT PROMOTES THE GENERAL WELFARE AND GIVES NATIONAL RECOGNITION TO THE IMPORTANCE OF THE INDIVIDUAL YOUTH OF A COUNTRY. THE PRINC-' IPAL ARGUMENTS AGAINST FAMILY ALLOWANCES ARE THAT THEY PRO-' VIDE ONLY A PARTIAL SOLUTION TO THE PROBLEM OF INSECURITY AMONG CHILDREN, THEY ARE COSTLY, BRING ABOUT AN UNFAIR RE-' DISTRIBUTION OF INCOME, ARE INFLATIONARY, AND ARE UN-' NECESSARY IN A HIGH WAGE ECONOMY.

0936 DAVENPORT, JOHN
THE FINE ART OF RAISING CASH ABROAD.'
FORTUNE, VOL. 73, NO. 5, MAY, 1966, 9 PAGES

THE ADMINISTRATIONS PROGRAM TO TRIM THE BALANCE-OF-PAYMENTS DEFICIT HAS INHIBITED U.S. CORPORATIONS FROM USING THEIR OWN CAPITAL TO EXPAND FOREIGN OPERATIONS. A NUMBER HAVE FOUND A SOURCE OF FUNDS ABROAD--THE SO-CALLED INTER-' NATIONAL CAPITAL MARKET. TO FLOAT BONDS IN THIS MARKET, SUCH COMPANIES AS SOCONY MOBIL, U.S. RUBBER, AND DUPONT HAVE SET UP FINANCIAL SUBSIDIARIES IN LUXEMBOURG.

BUT THE INTERNATIONAL MARKET HAS ITS LIMITS. IT IS ALREADY SHOWING SIGNS OF OVERHEATING, AND INTEREST RATES HAVE RISEN SHARPLY. SUCH AN ARTIFICIAL MONEY MARKET CANNOT SUBSTITUTE FOR A REALLY FREE FLOW OF CAPITAL AMONG NATIONS. THAT CAN COME ABOUT ONLY IF EUROPE LETS ITS OWN LOCAL CAPITAL MARKETS DEVELOP, AND IT, ABOVE ALL, THE U.S. GETS RID OF ITS RESTRICTIONS ON CAPITAL MOVEMENTS.

0937 ANONYMOUS

PERSONNEL JOURNAL, VOL. 45, NO. 6, JUNE, 1966, 7 PAGES
SUPERVISORS

THE WAY IN WHICH SUPERVISORS APPRAISE THE ACTIONS OF THEIR EMPLOYEES IS A REFLECTION OF THE MANAGEMENT STYLE OF THE COMPANY IN WHICH THE APPRAISALS ARE DONE. THE GOAL ORIENTED TYPE OF EMPLOYEE APPRAISAL DERIVES FROM THE PHILOSOPHY OF MANAGEMENT BY OBJECTIVES. THE EMPHASIS IS ON JOB GOALS. IN THE ENVIRONMENT OF GOAL ORIENTED MANAGE-' MENT, GOAL ORIENTED PERFORMANCE APPRAISAL SYSTEMS SHOULD FLOURISH. BY CONTRAST, TASK ORIENTED EMPLOYEE APPRAISALS DERIVE FROM THE PHILOSOPHY OF MANAGEMENT CONTROL. GOAL ORIENTED PERFORMANCE REVIEWS ARE NOT LIKELY TO SURVIVE IN SUCH AN ORGANIZATION.

A CHANGE WAS RECENTLY MADE IN TEXAS INSTRUMENTS APPROACH TO PERFORMANCE REVIEW FOR ALL SALARIED EMPLOYEES. A RATING SCALE APPROACH FORMERLY USED WAS REPLACED BY A NEW CONCEPT THAT ENCOURAGES PERFORMANCE PLANNING AND INDIVIDUAL GOAL SETTING. DISCUSSION OF THIS IN DETAIL WITH -EXHIBITS-.

0938 BATTEN, J. D. MCMAHON, JAMES V.
COMMUNICATIONS WHICH COMMUNICATE.'
PERSONNEL JOURNAL, VOL. 45, NO. 7, JULY-AUGUST, 1966, 4 PAGES

-THE KEY TO A PERSONS SUCCESS IN BUSINESS TODAY--IN FACT THE KEY TO MANS SUCCESS IN LIFE--VARIES DIRECTLY IN PROPORTION TO HIS ABILITY TO COMMUNICATE EFFECTIVELY.- EMPLOYEES WANT TO KNOW WHAT IS EXPECTED OF THEM, HOW MUCH AUTHORITY THEY HAVE TO ACHIEVE THE EXPECTED RESULTS AND HOW WELL THEY ARE DOING. WHEN THESE THREE NEEDS ARE BEING MET THROUGH CLEAR COMMUNICATIONS, THE COMPANY HAS A CLIMATE WHERE EVERYONE TENDS TO WORK TOGETHER AS A TEAM.

-COMMUNICATION IS COMPLETE ONLY WHEN THE RECIPIENT KNOWS WHAT YOU MEAN AND REACTS THE WAY YOU DESIRE. MAKE SURE THE ENVIRONMENT IS CONDUCIVE TO CLEAR COMMUNI-' CATIONS THROUGH SELECTION OF THE TIME AND PLACE. PROVIDE EACH PERSON WITH THE WHO, WHAT, WHY, WHEN, AND WHERE OF YOUR ACTIONS. MAKE THE OTHER PERSON SEE THE BENEFIT OF THE COMMUNICATION TO HIM.- THESE IDEAS AND OTHER BASICS FOR CLEAR COMMUNICATIONS ARE DISCUSSED.

0939 EASTON, ALLAN
A FORWARD STEP IN PERFORMANCE EVALUATION.'
JOURNAL OF MARKETING, VOL. 30, NO. 3, JULY, 1966, 7 PAGES

PERSONS RESPONSIBLE FOR EVALUATION OF PERFORMANCE HAVE FOUND USE OF SINGLE-CRITERION MEASURES INVARI-' ABLY LEADS TO UNDESIRABLE SIDE-EFFECTS. AS A REMEDY, DESIGNERS OF EVALUATION METHODS WOULD LIKE TO USE MULTIPLE IN PLACE OF SINGLE CRITERIA, BUT ARE LIKELY TO HAVE DIFFICULTY IN AMALGAMATING THEIR MULTIPLE MEASURES INTO A MEANINGFUL WHOLE. HERE IS A METHOD FOR COMBINING MULTIPLE-CRETERION SCORES INTO A CONCEPTUALLY SATISFYING, OVERALL FIGURE--' OF-MERIT WHICH CAN BE USED TO RANK SUBJECTS OR PROJECTS IN ORDER OF THEIR EXCELLENCE.- FIGURES. TABLES.

0940 DOWST, SOMERBY
ADVANCE EXPEDITING PUTS DELIVERIES ON SCHEDULE.'
PURCHASING VOL. 61, 4. AUGUST 25, 1966. 4P.

GETTING DELIVERIES ON TIME IS ALWAYS A CRITICAL PROBLEM FOR P.A.S. DESPITE THE FACT THAT ONE TYPICAL COMPANY CANNOT USE CONTRACTS OR BLANKET ORDERS TO GET THE ITEMS IT NEEDS, PURCHASING HAS BEEN HIGHLY SUCCESSFUL IN GETTING ON-TIME DELIVERIES. IT CREDITS ITS SUCCESS TO A PLANNED APPROACH TO DELIVERY PROBLEMS THAT INCLUDES EDUCATING VENDORS TO THE FIRMS NEED FOR PROMPT DELIVERY, INSISTING THAT VENDORS SUB-' MIT WEEKLY JOB PROGRESS REPORTS, GIVING BUYERS CLEAR-CUT INSTRUCTIONS ON HOW TO ROUTE AND TRACE INCOMING SHIPMENTS, AND USING A FOLLOWUP FORM THAT GOES BEYOND THE CONVENTIONAL POSTCARD QUERY.

THE FOLLOWUP REPORT HAS PROVED EXTREMELY HELPFUL FOR THIS FIRM. IT NOT ONLY KEEPS PURCHASING UP-TO-DATE ON THE STATUS OF THE ORDERS BUT ALSO IMPRESSES SUPPLIERS WITH THE IMPORTANCE OF ON-TIME DELIVERY. THE FORM HAS A PERFORATED OVERSIZE FLAP WITH PRINTED EXPEDITING QUERIES AND SPACE FOR ANSWERS. IT MUST BE MAILED WEEKLY AND GOES FIRST-CLASS.

0941 GRAVES, CLARE W.
DETERIORATION OF WORK STANDARDS.'
HARVARD BUSINESS REVIEW, SEPT.-OCT., 1966. PAGES 117-128.

THIS AUTHOR BELIEVES THAT THEORY Y, CERTAIN MANAGERIAL GRID STYLES, AND OTHER POPULAR APPROACHES ARE NO SOLUTION TO THE PROBLEM OF DETERIORATING STANDARDS. INSTEAD, HE PROPOSES USE OF A WHOLLY NEW CONCEPT BASED ON LEVELS OF HUMAN BEHAVIOR.

THIS NEW CONCEPT DEALS WITH SEVEN DEFINABLE LEVELS OF HUMAN EXISTANCE. THESE SEVEN LEVELS ARE SHOWN IN AN EXHIBIT AND ARE ALSO EXPLAINED IN THE ARTICLE IN A VERY OVERSIMPLIFIED DISCUSSION.

SOME PRACTICAL APPLICATIONS OF THIS NEW CONCEPT IN THE AREAS OF PERSONNEL TRANSFER, REORGANIZATION OF WORK, AND CHANGE OF BOSSES ARE THEN DISCUSSED BY THE AUTHOR IN SUPPORT OF HIS THEORY.

0942 MARSH, ROBERT J.
COMPUTER FISHES OUT DATA ON $2 MILLION DOLLAR CATCH.'
JOURNAL OF DATA MANAGEMENT VOL. 4 NO. 8 AUGUST 1966 4 PAGES

OCEAN PRODUCTS INC. WAS EXPERIENCING A SERIOUS TIME LAG IN POSTING WAREHOUSE TRANSACTION BY MANUAL METHODS. RECENTLY, MANAGEMENT INSTALLED A NEW IBM 1440/1311 COMPUTER SYSTEM, WHICH COMBINES RAPID HANDLING OF BUSINESS DATA WITH MANAGEMENT INQUIRY SERVICE. THE NEW COMPUTER-BASED SYSTEM EMPLOYS A BASIC DATA BANK CONCEPT. FILES OF INFORMATION ARE MAINTAINED ON DISC STORAGE, READILY ACCESSIBLE WHEN MANAGE-' MENT WANTS TO SEE CERTAIN RECORDS AND UPDATED WHEN NEW TRANSACTION NOTICES ARE RECEIVED. CONSEQUENTLY, THIS INFOR-' MATION CAN BE BROUGHT TO BEAR ON DOZENS OF MANAGEMENT-BRO-' KER-CUSTOMER NEGOTIATIONS. THIS ABILITY TO REVIEW SPECIFIC FACTS QUICKLY AND KNOW THAT THEY ARE ACCURATE HAS ENABLED MANAGEMENT TO REDUCE INVENTORIES BY THIRTY PERCENT.

0943 AMMER, DEAN
PULSE OF BUSINESS-'
PURCHASING, VOL. 61, 7. OCTOBER 6, 1966. 3P.

ABOUT HALF THE LEADING BUSINESS INDICATORS ARE NOW DE-' CLINING. THIS TREND DOES NOT CONCLUSIVELY PROVE THAT THE BOOM IS OVER BUT IS DOES INDICATE THAT THEU.S. ECONOMY WILL ALMOST CERTAINLY GROW SLOWLY IN THE FIRST HALF OF 1967. THAN EARLIER THIS YEAR.

GROSS NATIONAL PRODUCT IS STILL INCREASING ABOUT AS FA-ST AS IT WAS A YEAR AGO, BUT THE GROWTH IS BECOMING MORE AND MORE ILLUSARY, REFLECTING PRICES HIGHER RATHER THAN REAL GAINS IN OUTPUT. IF CONGRESS SUSPENTS THE 7 PERCENT INVEST-' MENT CREDIT, THE GOVERNMENT MAY BE TAKING MORE FROM INDUSTRY THROUGH CORPORATE TAXES. PLANT AND EQUIPMENT SPENDING IS ALSO LEVELING OFF. EVEN OPTIMISTIC ECONOMISTS DOUBT THAT PLANT AND EQUIPMENT WILL ADVANCE MORE THAN ABOUT 5 PERCENT IN 1967. INVENTORIES HAVE BEEN SOARING WHILE MANUFACTURERS SALES HAVE MADE NO PROGRESS SINCE LAST SPRING. THIS SITUA-' TION IS CHARACTERISTIC OF CYCLE PEAKS. AS FOR THE CREDIT IT WILL NOT BECOME EASIER UNTIL BUSINESS ACTIVITY DECLINES.

0944 LESLY, PHILIP
PUBLIC RELATIONS IS ONE PART OF PROMOTION.'
ADVERTISING AND SALES PROMOTION, VOL. 14, NO. 11,
NOV. 1966, PAGES 64-65.

IN THIS ARTICLE, A PUBLIC RELATIONS MAN POINTS OUT THE ROLE OF PUBLIC RELATIONS IN INCREASING THE EFFECTIVENESS OF BOTH ADVERTISING AND SALES PROMOTION, AND HE MAKES SOME SUGGESTIONS FOR IMPROVING YOUR RESULTS.

HE DISCUSSES HOW TO ESTABLISH A FAVORABLE TOTAL CLIMATE IN WHICH TO INFLUENCE YOUR AUDIENCES. THIS TYPE OF APPROACH MAY NOT YIELD THE GREATEST IMMEDIATE SALES AND PROFITS, BUT THE AUTHOR BELIEVES THAT LONG-RANGE FUTURE RESULTS ARE MORE IMPORTANT THAN IMMEDIATE RESULTS.

0945 WELLS, WILLIAM D. LO SCIUTO, LEONARD A.
DIRECT OBSERVATION OF PURCHASING BEHAVIOR.'
JOURNAL OF MARKETING RESEARCH, VOL. 3, NO. 3, AUGUST,
1966, 7 PAGES
QUESTIONNAIRE, SURVEY-TECHNIQUE

MUCH MARKET RESEARCH RELIES ON CONSUMERS RETROSPECTIVE REPORTS OF PURCHASING BEHAVIOR. THIS ARTICLE SHOWS THAT IT IS POSSIBLE TO SUPPLEMENT AND ENRICH QUESTIONNAIRE RESULTS BY MAKING DIRECT OBSERVATIONS OF PURCHASING. IT DESCRIBES THE OBSERVATION TECHNIQUE, DISCUSSES ADVAN-' TAGES AND LIMITATIONS, AND PRESENTS SOME SPECIMEN RESULTS.

0946 WEBSTER, FREDERICK E., JR.
MODELING THE INDUSTRIAL BUYING PROCESS.'
JOURNAL OF MARKETING RESEARCH, VOL. 2, NO. 4, NOV., 1965,
6 PAGES

STUDY OF THE INDUSTRIAL BUYING PROCESS HAS BEEN HINDERED BY THE LACK OF A CONCEPTUAL FRAMEWORK, OR MODEL. WITHOUT AN ANALYTICAL STRUCTURE, IT IS DIFFICULT TO IDENTIFY THE CRITICAL VARIABLES AND RELATIONSHIPS WHICH NEED EXPLANATION. A PRELIMINARY DESCRIPTIVE MODEL IS OFFERED WHICH BREAKS THE INDUSTRIAL BUYING PROCESS INTO FOUR ELE-' MENTS, PROBLEM RECOGNITION, ASSIGNMENT OF ORGANIZATIONAL RESPONSIBILITY, THE SEARCH PROCESS, AND THE CHOICE PROCESS.

0947 DAY, RALPH L.
SYSTEMATIC PAIRED COMPARISONS IN PREFERENCE ANALYSIS.'
JOURNAL OF MARKETING RESEARCH, VOL. 2, NO. 4, NOV., 1965,
6 PAGES

PRODUCT TESTS CAN YEILD MEANINGFUL INFORMATION ABOUT CONSUMER PREFERENCES ONLY WHEN CAREFULLY PLANNED AND ANALYZED. THIS ARTICLE PRESENTS AN APPROACH TO PREFER-' ENCE ANALYSIS WHICH SEEKS TO REDUCE SOME OF THE DIFFI-' CULTIES IN INTERPRETING THE RESULTS OF PRODUCT TESTS. THE PREFERENCE DISTRIBUTION CONCEPT IS UTILIZED AS THE OR-' GANIZING FRAMEWORK FOR A SYSTEMATIC PATTERN OF PAIRED COMPARISON TESTS USING PRODUCT SAMPLES CONTAINING DIFFER-' ENT LEVELS OF A PARTICULAR ATTRIBUTE. THE USEFULNESS OF THE METHOD IS ILLUSTRATED BY A STUDY OF PREFERENCES FOR CHOCOLATE ICE CREAM.

0948 HOOFNAGLE, WILLIAM S.
EXPERIMENTAL DESIGNS IN MEASURING PROMOTION EFFECTIVENESS
JOURNAL OF MARKETING RESEARCH, VOL. 2, NO. 2, MAY, 1965,
9 PAGES

MORE THAN EVER, BUSINESS FIRMS ARE WANTING TO KNOW WHAT RESULTS ARE BEING ACHIEVED FOR THEIR OUTLAY OF FUNDS FOR ADVERTISING AND PROMOTION. THIS PAPER GIVES SOME EXPERIMENTAL DESIGNS THAT HAVE BEEN SUCCESSFULLY USED IN QUANTITATIVELY MEASURING THE EFFECTS OF SPECIFIC PROMOTIONAL EFFORTS.

0949 GREENBERG, JOHN
CAPITAL GOODS- STANDARD CONTRACTS AND HAGGLING.'
PURCHASING VOL. 61, 11. DEC. 1, 1966. 2P.

CONFLICTING TERMS AND CONDITIONS CAN MAKE ACCURATE E-' VALUATION OF PROPOSALS IMPOSSIBLE. CRUCIBLE STEEL SOLVES THE PROBLEM WITH ITS OWN STANDARD TERMS AS A NEGOTIATION BASE.

CRUCIBLE GAINS IN SEVERAL WAYS FROM ITS STANDARD TERMS PROGRAM. FIRST BID ANALYSIS IS DRASTICALLY SIMPLIFIED. ALSO, THE FIRM ENTERS NEGOTIATIONS IN A STRONGER POSITION SINCE CRUCIBLE SETS THE PATTERN. FINALLY, NEGOTAITIONS TAKE LESS TIME. CREDIT FOR THE SUCCESS OF THE PROGRAM BELONGS EQUALLY TO THE 3 DEPARTMENTS THAT HELPED TO DRAW UP THE STANDARD CONTRACT CONDITIONS- ENGINEERING, LEGAL, AND PURCHASING. STANDARD PURCHASE AGREEMENTS HELD VENDORS BY TELLING THEM EXACTLY WHERE CRUCIBLE STANDS. THE AGREEMENTS CLEARLY SPELL OUT THE FIRMS RESPONSIBILITIES AND ALSO THE SUPPLIERS. THE CONTRACT CONDITIONS ALSO STATE WHAT CRUCIBLE CONSIDERS ITS VITAL INTERESTS.

0950 HUDDLE, FRANKLIN PIERCE
COORDINATION.'
CALIFORNIA MANAGEMENT REVIEW, VOL. 9, NO. 2, WINTER 1966,
8 PAGES.

AS HUMAN ENTERPRISES ARE ASSEMBLED INTO LARGER AND LARGER TOTALITIES, THEY COMPRISE LARGER AND LARGER NUMBERS OF INDIVIDUAL OPERATIONS -REQUIRING BROADER AND DEEPER COOPERATION OR COORDINATION.

THIS ARTICLE DISCUSSES COORDINATION, SEEKING A WORKING DEFINITION OF THE TERM. IN THIS SEARCH, THE AUTHOR DISCUSSES SKINNERS THEORIES, CONDITIONING TOOLS, UNDERSTANDING REACTIONS, AND MARY PARKER FOLLETTS FOUR ASPECTS OF COORDINATION.

THE REMAINDER OF THE PAPER IS TAKEN UP WITH TWO SETS OF LISTS. THE FIRST IS A LIST OF 12 TYPES OF COORDINATION. THE SECOND IS A LIST OF 10 ILLUSTRATIVE FORMS OF COORDINATING ACTIONS.

0951 WILLIGES, R.C. JOHNSTON, W.A. BRIGGS, G.E.
ROLE OF VERBAL COMMUNICATION IN TEAMWORK.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6,
DECEMBER, 1966, 6 PAGES.

A SIMULATED RADAR-CONTROLLED AERIAL INTERCEPT TASK WAS USED TO EXAMINE VERBAL COMMUNICATION BETWEEN TEAMMATES UNDER VERBAL,COMMUNICATION NECESSARY, AND VERBAL-VISUAL,

COMMUNICATION UNNECESSARY, CONDITIONS. COMMUNICATION FACILITATED TEAM PERFORMANCE ONLY IN THE VERBAL CONDITION. TEAM PERFORMANCE, HOWEVER , WAS BEST IN THE VERBAL-VISUAL CONDITION. A TRANSFER-OF-TRAINNING PARADIGM WAS EMPLOYED TO DETERMINE IF VERBAL SKILLS DEVELOPED IN ONE CONDITION WOULD TO THE OTHER CONDITION. DIFFERENTIAL TRANSFER OCCURRED NEITHER IN COMMUNICATION BEHAVIOR NOR IN TEAM PERFORMANCE. IT WAS CONCLUDED THAT VERBAL COMMUNI-' CATION, WHEN NOT REQUIRED BY THE TASK, PLAYS AN INSIGNIFI-A CANT ROLE IN TEAMWORK,AND THAT THIS ROLE APPARENTLY IS NOT ENHANCED BY VERBAL TRAINING.

0952 FRIEDMAN, MONROE PETER
CONSUMER CONFUSION IN THE SELECTION OF SUPERMARKET

JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 6, DECEMBER, 1966, 6 PAGES

THE MATTER OF TRUTH IN THE PACKAGING AND PRICING OF PRODUCTS IN THE AMERICAN MARKETPLACE HAS BEEN A SUBJECT OF PUBLIC CONTROVERSY IN RECENT YEARS. BY TREATING -TRUTH- OR -CONFUSION- AS POINTS ON AN UNDERLYING PSYCHOLOGICAL DI-' MENSION, AN ATTEMPT WAS MADE TO DEFINE THE ISSUES IN THIS CONTROVERSY MORE OBJECTIVELY. THREE BEHAVIORALLY BASED QUANTITATIVE MEASURES OF CONFUSION IN UNIT-PRICE INFORMA-' TION FOR PACKAGED PRODUCTS WERE DEVELOPED, AND APPLIED IN A SUPERMARKET SETTING. SUBJECTS WERE INSTRUCTED TO SELECT THE MOST ECONOMICAL PACKAGE FOR EACH OF 20 PRODUCTS ON DISPLAY AT A LOCAL SUPERMARKET. SIGNIFICANT DIFFERENCES WERE FOUND FOR THE SET OF PRODUCTS ON ALL THREE MEASURES OF CONFUSION, AND THERE IS REASON TO BELIEVE THAT THESE DIFFERENCES REFLECT, AT LEAST IN PART, DIFFERENCES IN PACKAGING PRACTICES.

0953 CLEVENGER, THEODORE, JR. LAZIER, GILBERT A.
CLARK, MARGARET LEITNER
MEASUREMENT OF CORPORATE IMAGES BY THE SEMANTIC DIFFERENTIAL
JOURNAL OF MARKETING RESEARCH, VOL. 2, NO. 1, FEBRUARY, 1965 3 PAGES

A SEMANTIC DIFFERENTIAL APPLIED TO THE IMAGES OF TWO PROMINENT CORPORATIONS WAS ADMINISTERED TO A GROUP OF UNIVERSITY STUDENTS AND A GROUP OF METROPOLITAN HOUSEWIVES. COMPARISONS REVEALED THAT THE FACTOR PATTERNS OF THE DIFFERENTIAL FOR THE TWO CORPORATIONS AND FOR THE TWO GROUPS OF SUBJECTS WERE QUITE SIMILAR.

0954 ERAN, MORDECHAI
SELF-PERCEIVED PERSONALITY TRAITS + JOB ATTITUDES
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 50, NO. 5, OCTOBER, 1966 7 PAGES
MANAGEMENT

THIS STUDY INVESTIGATED THE JOB ATTITUDES OF LOWER-MIDDLE MANAGERS IN RELATION TO THEIR SCORES ON A SELF-PERCEPTION PERSONALITY INSTRUMENT. 456 MANAGERS FROM 3 COMPANIES FILLED OUT BOTH A JOB-ATTITUDE QUESTION-' NAIRE AND A FORCED-CHOICE SELF-DESCRIPTION QUESTIONNAIRE. THE ATTITUDES OF THE 89 RESPONDENTS, -HIGHS-, WHO DE-' SCRIBED THEMSELVES MOST LIKE TOP MANAGERS WERE COMPARED WITH THE 89 RESPONDENTS, -LOWS-, WHO DESCRIBED THEMSELVES MOST LIKE LOWER-LEVEL MANAGERS. RESULTS SHOWED THAT THE HIGHS WERE SIGNIFICANTLY MORE SATISFIED AND ALSO THAT THEY PLACED SIGNIFICANTLY MORE EMPHASIS ON THE NECESSITY FOR INNER-DIRECTED BEHAVIOR IN THEIR JOBS. RESULTS WERE COMPARED WITH PREVIOUS JOB-ATTITUDE STUDIES OF MANAGERS.

0955 MCNERNEY, WALTER J.
COMPREHENSIVE PERSONAL HEALTH CARE SERVICES
BESTS INSURANCE NEWS VOL. 67, 9, JANUARY, 1967, 7P.

THE NEWEST CHART FROM WHICH TO JUDGE THE PROGRESS IN THE HEALTH FIELD IS THE REPORT OF THE NATIONAL COMMISSION ON COMMUNITY HEALTH SERVICES. THIS ARTICLE DISCUSSES THAT REPORT IN VIEW OF HEALTH AS A PRIMARY INVESTMENT OF SOCIETY IN HUMAN CAPITAL. THE REPORT CALLS FOR GENERAL IMPROVEMENT OF PRODUCTIVITY, BROAD BASED FINANCING AND BETTER MANAGEMENT OF HEALTH SERVICE PROGRAMS. THE IMPLICATIONS OF THE REPORT AND PROPOSED LEGISLATION DERIVED FROM IT ARE DISCUSSED.

0956 SPEROFF, B.J.
SOCIOMETRY--A TOOL OF LEADERSHIP AND CLIQUE IDENTIFICATION-'
PERSONNEL JOURNAL, VOL. 45, NO. 10, NOVEMBER, 1966, 2P.

SOCIOMETRY IS THE SCIENCE OF THE MEASUREMENT OF SOCIAL RELATIONS. ITS PURPOSE IS TO ACCURATELY IDENTIFY INDIVIDUAL AND GROUP PREFERENCES IN ORDER TO DETERMINE THE NATURE AND PATTERNS OF INTERPERSONAL RELATIONS THAT EXIST WITHIN A WORK GROUP.

BY THE CONSTRUCTION OF SOCIOGRAMS, THE MANAGER CAN IDENTIFY THE CLIQUES IN HIS WORK FORCE AND THEIR HIDDEN LEADERS. WORKING THROUGH THESE INFORMAL LEADERS HE MAY BE ABLE TO FAVORABLY INFLUENCE THE ATTITUDES OF THE MEN TOWARD THE OBJECTIVES OF MANAGEMENT.

0957 GRUBINGER, ERIC N.
A PRACTICAL LOOK AT ON-LINE TIME SHARING.'
BUSINESS AUTOMATION VOL. 14, 2. FEB. 1967. 7P.
EDUCATION, ANALYSTS

-COMPUTER UTILITY- IS A MISNOMER FOR WHAT SHOULD PROP-' ERLY BE CALLED MULTISUBSCRIBER TIME-SHARING SYSTEMS. SUCH SYSTEMS WILL NOT BE ALL THINGS TO ALL PEOPLE. FEW, IF ANY, SYSTEMS WILL BE USED FOR MORE THAN TWO OR THREE GROUPS OF APPLICATIONS.

EXPERTS SAY THAT BY 1971 PRACTICALLY ALL COMPUTERS WILL BE CAPABLE OF SIMULTANEOUS RESPONSE OR REAL-TIME OPERATION, THAT MOST COMPUTERS WILL BE ON-LINE, AND 60 PERCENT OF ALL COMPUTERS WILL BE TIED INTO THE NATIONS COMMUNICATIONS NET-' WORKS.

THERE ARE FOUR POTENTIAL PROBLEM AREAS OF MSTS SYSTEMS-COST, SPEED, SECURITY, AND THE DATA BASE. SCORES OF INSTAL-' LATIONS ARE IN EXISTENCE OR DEVELOPMENT TODAY. ONE OF THE EARLIEST EXAMPLES IS THE SYSTEM AT KEYDATA CORP. OTHER AREAS OF APPLICATION ARE HOSPITALS, FINANCE -STOCK MARKET ANALYSTS-, HIGHER EDUCATION, AND BANKING.

0958 LEWIS, L.S.
ON PRESTIGE AND LOYALTY OF UNIVERSITY FACULTY.'
ADMINISTRATIVE SCIENCE QUARTERLY, VOL.2, NO.4, MARCH, 1967. 14P.

THIS PAPER, BASED ON A SAMPLE OF 509 FACULTY MEMBERS, EXAMINES THE EFFECTS OF INSTITUTIONAL PRESTIGE AND PROFES-' SIONAL PRESTIGE ON LOYALTY TO THE INSTITUTION. IT IS FOUND THAT THOSE WITH HIGH INSTITUTIONAL PRESTIGE AND THOSE WITH LOW PROFESSIONAL PRESTIGE ARE MORE LOYAL THAN THEIR COUNT-' ERPARTS, AND THAT THOSE WITH A COMBINATION OF HIGH INSTITU-' TIONAL PRESTIGE AND LOW PROFESSIONAL PRESTIGE ARE THE MOST LOYAL WHILE THOSE WITH LOW INSTITUTIONAL PRESTIGE AND HIGH PROFESSIONAL PRESTIGE ARE THE LEAST LOYAL. ATTITUDES TOWARD ECONOMIC CONDITIONS OR COLLEAGUES DO NOT DIFFERENTIATE THE LOYAL FROM THE DISLOYAL, BUT FEELINGS ABOUT INTEGRATION IN UNIVERSITY LIFE AND THE HOPE OF FINDING CONDITIONS MORE FAVORABLE FOR RESEARCH ELSEWHERE DO.

0959 WALLACE, W.L.
ORGANIZATIONAL INFLUENCES ON STUDENT ACHIEVEMENT
ADMINISTRATIVE SCIENCE QUARTERLY, VOL.2, NO.4, MARCH, 1967. 27P.
FACULTY FRATERNITIES

DATA ARE PRESENTED SHOWING POSSIBLE DIFFERENCES IN DIRECTION, MAGNITUDE, AND KIND OF ACAMEMIC INFLUENCES ON STUDENTS AS EXERTED BY THE COLLEGE TEACHING FACULTY AND BY GREEK-LETTER SOCIAL FRATERNITIES. THESE POSSIBLE DIFFERENCES ARE ATTRIBUTED TO THE DISTINCT KINDS OF RELATIONS THAT STUDENTS HAVE TO THESE TWO COLLEGE SUBSTRUCTURES. IN THE DISCUSSION OF THEORETICAL IMPLICATIONS OF THE FINDINGS, THE HYPOTHETICAL AND GENERAL PICTURE OFFERED IS OF STUDENT ORGANIZATIONS THAT COMPETE AGAINST EACH OTHER IN SEVERAL AREAS SIMULTANEOUSLY.

0960 SCHWARTZ, H. A. LONG, H. S.
REMOTE INDUSTRIAL TRAINING VIA COMPUTER-ASSISTED INSTRUCTION
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 1, FEBRUARY, 1967, 6 PAGES

IN 1965 SEVERAL FIELD ENGINEERS RECEIVED THEIR REQUIRED TRAINING IN NEW COMPUTER TECHNOLOGY THROUGH REMOTE COM-' PUTER-ASSISTED INSTRUCTION, CAI. STUDENTS AT TERMINALS LOCATED IN 4 MAJOR CITIES COMMUNICATED, THROUGH TELE--' PROCESSING FACILITIES, WITH A COMPUTER SYSTEM LOCATED CENTRALLY. STUDENTS EXAMINATION SCORES, COURSE COMPLETION TIMES, AND ATTITUDES WERE COMPARED WITH THOSE OF OTHER STUDENTS WHO RECEIVED THE MATERIAL THROUGH SELF-STUDY TEXTS IN USE AT THE TIME. CAI STUDENTS SCORED LOWER ON 1 PART OF THE EXAMINATION, BUT COMPLETED THE COURSE IN CONSIDERABLY LESS TIME THAN THE SELF-STUDY STUDENTS. CAI STUDENTS ATTITUDES APPEAR TO BE RELATED TO THE AVAILABILITY OF ASSISTANCE WHEN COURSE MATERIAL PROBLEMS ARE ENCOUNTERED.

0961 VANDENBERG STEVEN G. STAFFORD, RICHARD E.
HEREDITARY INFLUENCES ON VOCATIONAL PREFERENCES
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 1, FEBRUARY, 1967, 2 PAGES
MINNESOTA VOCATIONAL INTEREST INVENTORY

THE MINNESOTA VOCATIONAL INTEREST INVENTORY, MVII, SCORES OF 53 FRATERNAL PAIRS OF TWINS SHOWED GREATER WITHIN-PAIR VARIANCES THAN DID THE SCORES OF 71 IDENTICAL PAIRS. FOR 9 OF THE SCORES AND 4 OF THE AREA KEYS THE F TEST SHOWED A STATISTICALLY SIGNIFICANT INCREASE IN WITHIN-PAIR VARIANCE FOR THE FRATERNAL TWINS. THIS IS INTERPRETED AS EVIDENCE FOR A HEREDITARY COMPONENT IN INTERESTS IN OCCUPATIONS REQUIRING NO SCIENTIFIC ABILITY. THE HEREDITARY INFLUENCE OPERATES PROBABLY THROUGH PER-' SONALITY VARIABLES.

0963
HOW WELL COMPENSATED ARE NEGRO EXECUTIVES.'
BUSINESS MANAGEMENT VOL. 32, 1. APRIL, 1967. 2P.

ABOUT 3 YEARS AGO, IN A SHARP REVERSAL OF PREVIOUS PRACTICE, NEGRO EXECUTIVES BEGAN TO RECEIVE ANNUAL SALARY INCREASES COMPARABLE TO THOSE RECEIVED BY WHITE EXECUTIVES. THIS IS THE MOST SALIENT FINDING OF A RECENT SMALL SURVEY OF NEGRO EXECUTIVES BY A MANAGEMENT CONSULTING AND AN EXEC-' UTIVE RECRUITING FIRM. THESE FINDINGS SHOULD NOT BE VIEWED AS CLEAR-CUT PROOF OF A NATION-WIDE TREND BECAUSE THE SIZE OF THE NEGRO SAMPLE WAS VERY SMALL.

DESPITE THE SIMILARITIES IN SALARY INCREASES, THE SALARIES OF NEGRO EXECUTIVES ARE STILL LAGGING. ONE INTER-' ESTING PHASE OF THE SURVEY SHOWS THAT NEGROES, ON THE WHOLE, THINK BETTER OF BUSINESS PAY POLICIES AND PRACTICES THAN THE WHITES DO. BY CONTRAST, 60 PERCENT OF THE NEGROES ARE SATISFIED WITH THEIR LEVEL OF PAY, COMPARED WITH 70 PERCENT OF THE WHITES.

0964 JOHNSTON, WILLIAM A. NAWROCKI, LEON H.
EFFECT OF SIMULATED SOCIAL FEEDBACK ON INDIVIDUAL PERFORMANCE
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO.2, APRIL, 1967, 6PAGES

INDIVIDUAL TRACKING PERFORMANCE WAS EXAMINED UNDER CONDITIONS OF SIMULATED SOCIAL FEEDBACK. EACH OF 60 SUBJECTS WAS TOLD HE HAD A PARTNER AND THAT POSTTRIAL FEEDBACK REPRESENTED THEIR TEAM PERFORMANCE RELATIVE TO AVERAGE TRACKING ABILITY. ACTUALLY, SUBJECTS FEEDBACK REPRESENTED HIS INDIVIDUAL PERFORMANCE RELATIVE TO A LENIENT, MODERATE, OR STRINGENT CRITERION. THESE CRITERIA SIMULATED PARTNERS OF VARYING ABILITY. SUBJECTS BLAMED THEIR CONTRIVED PARTNERS FOR POOR SCORES RECEIVED UNDER THE STRINGENT CRITERION. PERFORMANCE OF GOOD TRACKERS WAS NOT AFFECTED BY CRITERION DIFFICULTY, BUT POOR TRACKERS PERFORMED BEST UNDER THE MODERATE CRITERION. THE INHIBITORY INFLUENCE OF THE STRINGENT CRITERION WAS MAGNIFIED DURING

A TERMINAL EXTINCTION SESSICN. CRITERION DIFFICULTY IS IM-' PORTANT IN TEAM PERFORMANCE, PERHAPS INDIVIDUAL TASKS ALSO.

0965 HANLEY, CHARLES
INDIVIDUAL RESPONSES AND SOCIAL DESIRABILITY.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL. 51, NO. 2,
APRIL, 1967, 3PAGES

SEVERAL INVESTIGATIONS INDICATE THAT, FOR THE AVERAGE SUBJECT, ENDORSEMENT OF PERSONALITY INVENTORY ITEMS HAS ONLY A LOW TO MODERATE CORRELATION WITH SOCIAL DESIRABILITY, SD, UNLIKE THE CASE WHEN PROBABILITY OF ENDORSEMENT BY A GROUP IS RELATED TO DISIRABILITY. THESE STUDIES HAVE USED POINT-BISERIAL CORRELATION FOR THE INDIVICUAL AND THE PRODUCT-MOMENT COEFFICIENT FOR THE GROUP. WHEN A SINGLE SUBJECTS RESPONSES ARE ANALYZED IN A WAY THAT PERMITS ESTIMATION OF PROBABILITY OF ENDORSEMENT, THE PRODUCT--' MOMENT CORRELTAION BETWEEN THIS PROBABILITY AND SD TYPICALLY IS HIGH, APPROACHING MUCH CLOSER TO THE GROUP VALUE. HIGH AVERAGE INDIVIDUAL CORRELATION BETWEEN ENDORSEMENT AND DESIRABILITY DOES NCT PREVENT A DIAGNOSTIC SCALE FROM DISCRIMINATING BETWEEN DISPARATE GROUPS.

0966 BROWN, JAMES K.
MEDIA RESEARCH- A PROGRESS REPORT.'
THE CONFERENCE BOARD RECORD VCL. 4, 5 MAY, 1967. 5P.

MEMBERS OF THE ADVERTISING AND RESEARCH FRATERNITIES GENERALLY ACKNOWLEDGE THAT THE LAST DECADE HAS SEEN CONSID-' ERABLE PROGRESS IN MEDIA RESEARCH. THESE GAINS HAVE ENABLED ADVERTISERS AND AGENCIES TO DO A BETTER JOB OF MEDIA SEL-' ECTION AND SCHEDULING. MEDIA CHARGERS REPRESENT THE LARGEST ITEM IN THE TYPICAL ADVERTISING BUDGET.

THE AREAS OF MEDIA RESEARCH WHERE SPECIFIC GAINS HAVE BEEN MADE AND WHICH ARE DISCUSSED ARE- DEFINING AUDIENCE QUALITY, ESTABLISHING THE DIMENSIONS OF MEDIA AUDIENCES, ESTIMATING EXPOSURE TO ADVERTISING, MEASURING MEDIA CON-' TRIBUTICNS TO ADVERTISING EFFECTIVENESS, CONSTRUCTING MODELS OF MEDIA PERFORMANCE, IMPROVING RESEARCH AND CLASSIFICATION PROCEDURES. DESPITE THESE GAINS PROBLEMS REMAIN IN THE IN-' ABILITY TO GENERALIZE RESEARCH FINDINGS AND THE TIMING OF MEDIA EVALUATION.

0967 REIN, M.
SOCIAL SCIENCE AND THE ELIMINATION OF POVERTY.'
THE JOURNAL OF THE AMERICAN INSTITUTE OF PLANNERS, VOL. 33,
NO. 3, MAY, 1967. 19P.

THE LITERATURE OF THE SOCIAL SCIENCES ABOUNDS IN HYPOTHESES CONCERNING THE NCN-ECCNOMIC CAUSES AND CONSE-' QUENCES OF POVERTY. ALTHOUGH THESE ARE OFTEN MORE IMPLICIT THAN EXPLICIT. THEY TEND TO BE ORGANIZED AROUND THREE QUITE DIFFERENT PERSPECTIVES- RESOURCE ALLOCATION, SOCIAL AND PERSONAL THEORY, AND INSTITLTICNAL PERFORMANCE. EACH PERSPECTIVE SUPPORTS A DIFFERENT CONCEPT NEEDS TO BE STRESSED IN POLICY CONSIDERATIONS. FREQUENTLY USE OF THESE PERSPECTIVES REFLECTS BIASES BASED ON THE PERSONAL BELIEFS OF VARIOUS INVESTIGATORS RATHER THAN ON DISPASSIONATE SOCIAL THEORY. WHEN EMPLOYED INDIVIDUALLY THEY SUGGEST QUITE DIFFERENT PRIORITIES FOR ACTICN. ALL THESE PERSPECTIVES ARE NEEDED, AND THE DESIDERATUM IN POLICY IS MIX, NCT CHOICE OF SPECIFIC AREAS OF INTERVENTION.

0968 DAY, RALPH L.
METHODS OF ESTIMATING CONSUMER PREFERENCE DISTRIBUTION.'
CALIFORNIA MANAGEMENT REVIEW, VCL. 9, NO. 4, SUMMER 1967, 7P
TEST, ANALYSIS

TO BECOME MORE RESPONSIVE TO THE PREFERENCES OF THEIR CUSTOMERS, MANUFACTURES MUST HAVE IMPROVED METHCDS OF MEASURING AND INTERPRETING THESE PREFERENCES. THIS ARTICLE PRESENTS THREE APPROACHES TC THE ESTIMATION OF DISTRIBUTICNS OF CONSUMER PREFERENCES. THE BENSON METHOD TREATS THE FITTING OF DISTRIBUTIONS AS A -PRACTICAL RESEARCH PROBLEM- AND FITS CURVES DIRECTLY TO DATA WITH SIMPLE PRCCEDURES. THE MORE COMPLEX KUEHN METHOD FITS A DISTRIBUTICN WITHOUT PRICR ASSUMPTIONS ABOUT ITS SHAPE AND ALSO PROVICES AN ESTIMATE OF THE BASIC ABILITY OF CONSUMERS TO RECOGNIZE DIFFERENCES IN THE PRCDUCT ATTRIBUTE BEING STUDIES. A METHOD CF FITTING DISTRIBLTIONS AND ESTIMATING DISCRIMINATION ABILITY BY COMPUTER SIMULATION WAS ALSC DESCRIBED. IT IS SIMPLER TO APPLY THAN THE KUEHN METHOD AND IS PROPOSED FOR THOSE CASES WHERE THE RESEARCHERS PRIOR ASSUMPTIONS ARE SUPPORTED BY PRELIMINARY ANALYSIS OF PRODUCT TEST DATA.

0969 TARR, R. G.
MANAGEMENT SURVEYS AND CONSULTANT MANAGEMENT.'
JOURNAL OF PROPERTY MANAGEMENT, VOL.32, NO.3, MAY-JUNE, 1967
3P.

MR. TARR POINTS OUT THAT WHILE A CPM IN RESIDENCE DURING THE PLANNING STAGES CF A PROJECT DOES NOT ASSURE SUCCESS, THE PRESENCE OF HIS PROFESSIONAL KNOWLEDGE AND AVAILABILITY OF HIS EXPERIENCED CONSULTATION MIGHT RESULT IN MAJOR CHANGES OF PLANNED CONSTRUCTION OR EXPENSE PROJECTIONS. MANAGEMENT SURVEYS HELPFUL TO BUILDING PLANNERS ARE DISCUSSED IN TERMS OF APPROACH, PURPOSE AND COST.

0970 ROTHERY, BRIAN
DISK SORTS WITHOUT SORTING.'
DATA PROCESSING VCL. 9, NO. 5, MAY 1967, 2P.
JOB, CONTROL

IN CERTAIN CASES IT IS POSSIBLE TO USE A DISK SYSTEM AS A SORTER, AND TO SAVE TIME OTHERWISE SPENT ON UNIT RECORD SORTING OR SPECIAL SORT RUNS. THAT IS, WHERE A JOB REQUIRES A BREAKDOWN BY SINGLE CATEGORIES OR UNITS CF DESCRIPTION, A DISK SYSTEM CAN BE USED AS A SORTER. THIS ARTICLE EXPLAINS THE WAY THIS IS DONE.

IT IS POINTED OUT THAT THE MOST VALUABLE FACILITY OF DISK STORAGE IS THE AVAILABILITY OF READILY ACCESSIBLE FILES. ANOTHER FEATURE OF INTEREST IS THE PART THAT A POWERFUL INPUT-OUTPUT CONTRCL SYSTEM PLAYS IN SUCH A TECHNIQUE.

0971 HUNT, RICHARD A.
SELF + OTHER SEMANTIC CONCEPTS RELATED TO CHOICE OF VOCATION
JOURNAL OF APPLIED PSYCHOLOGY, VOL.51, NO.3, JUNE, 1967, 5P.

CRITERION GROUPS, ENGINEERS, MANAGERS, MINISTERS, TEACHERS, COMPOSED OF 258 PROFESSIONAL MEN JUDGED 16 SELF-, OTHER, AND VOCATIONAL CONCEPTS ON 25 SEMANTIC DIFFERENTIAL SCALES. CONCEPT INTERRELATIONSHIPS WERE MEASURED WITH A MODIFIED, NORMALIZED D SCORE. A MULTIPLE-DISCRIMINANT ANALYSIS PRODUCED 3 SIGNIFICANT FUNCTIONS BETWEEN THE CRITERICN GROUPS. IN A CROSS-VALIDATION GROUP OF MALE UNDERGRADUATES, SEMANTIC DIFFERENTIAL PROFILES CORRECTLY CLASSIFIED 70 TO 139 SUBJECTS ACCORDING TO KUDER OCCUPATIONAL INTEREST INVENTORY, OII, SCORES AND 83 OF 125 OF THESE SUBJECTS ACCORDING TO FIRST CHOICE OF VOCATION. COMPLEX, REAL-LIFE DECISIONS CAN BE PREDICTED FROM INDIVIDUAL PATTERNS OF SELF- AND OTHER CONCEPTS. RESULTS SUPPORT ASSUMPTIONS ABOUT THE SELF-CONCEPT IN THE THEORIES OF ROGERS AND SUPER.

0972 BRYAN, JUDITH F. LOCKE, EDWIN A.
GOAL SETTING AS A MEANS OF INCREASING MOTIVATION.'
JOURNAL OF APPLIED PSYCHOLOGY, VOL.51, NO.3, JUNE, 1967, 4P.

ON THE BASIS CF DIFFERENCE IN PERFORMANCE IN RELATION TO MAXIMAL ABILITY AND DIFFERENCE IN ATTITUDE RATINGS ON AN ADDITION TASK, A LOW-MOTIVATION AND A HIGH-MOTIVATION GROUP WERE SELECTED FOR 2 RETESTS ON THE SAME TASK. THE LOW-MOTIVATION GROUP WAS GIVEN SPECIFIC GOALS TO REACH, AND THE HIGH-MOTIVATION GROUP WAS TOLD TO DC THEIR BEST ON EACH TRIAL OF EACH RETEST. BY THE END OF THE SECOND RETEST, THE GROUP GIVEN SPECIFIC GOALS HAD -CAUGHT- THE DO-BEST GROUP BOTH IN TERMS OF PERFORMANCE AND IN TERMS CF FAVORABLE ATTITUDES TOWARD THE TASK. THE RESULTS SUGGESTED THAT SPECIFIC GOALS CAN BE USED TO MOTIVATE SUBJECTS WHO BRING A LOW DEGREE OF MOTIVATION TO THE TASK SITUATION.

0973 POMEROY, RICHARD W.
ADAPTING METHODS-MEASUREMENT TECHNIQUES
THE JOURNAL OF INDUSTRIAL ENGINEERING VCL.18,NO. 7, JULY,
1967, 4P.
TRAINING, PROGRAM, PERSONNEL, EVALUATING, CONTROL

THERE IS A DISCUSSION CF ADAPTING METHODS-MEASUREMENT TECHNIQUES TO INDUSTRY WHICH HAS EXTREME FLUCTUATIONS IN WORKLOAD FOR ACHIEVING LABOR COST CONTROL AND REDUCTION. THE EXAMPLE USED HERE IS THEMAIL ORDER INDUSTRY. OVER-COMING OBJECTIONS OF LINE PERSONNEL, REDUCING TRAINING REQUIREMENTS AND COSTS, SIMPLIFYING SHORT-TERM STAFFING REQUIREMENTS, AND EVALUATING RESULTS OF A COST REDUCTION PROGRAM ARE DISCUSSED.

0974 ANONYMOLS
ORIENTING A NEW MARKETING MANAGER, AN UNCOMMON APPROACH.'
BUSINESS MANAGEMENT JUNE 1967 3P.
RECRUIT, JOB

IT TAKES A LOT OT TIME, MONEY AND EFFORT TO RECRUIT AN OUTSTANDING MARKETING EXECUTIVE. YOU RUN A HIGH RISK OF LOSING IT ALL IF YOU DONT TAKE EQUAL CARE TO START HIM OFF RIGHT IN HIS NEW JOB. IN MORE COMPANIES THAN NOT, THE MOST IMPORTANT ELEMENT OF THE ORIENTATION PROCEDURE IS UTTERLY LACKING, PRESENTING THE NEW MANAGER WITH A CHALLENGE. IN THIS ARTICLE, OUTSPOKEN MANAGEMENT CONSULTANT JOE D. BATTEN SUGGESTS A FRESH WAY TO GET A NEW MAN STARTED AND KEEP HIM STIMULATED. ONE WARNING, IF YOU THINK ORIENTATION CONSISTS OF INTRODUCING A NEW MARKETING MANAGER TO HIS PEERS AND STAFF, AND HANDING HIM A STANDARD PCLICY MANUAL, THINK AGAIN. THE REAL JOB OF ORIENTATION STARTS WHERE THESE MORE CUSTOMARY-AND PERFUNCTORY- PRACTICES LEAVE OFF.

0975 HENRY, KENNETH
PERSPECTIVE ON PUBLIC RELATIONS.'
HARVARD BUSINESS REVIEW VOL.45, 4, JULY-AUGUST, 1967, 14P.

THIS ARTICLE LOOKS OVER LITERATURE OF THE PAST FEW YEARS THAT EXAMINES HOW, AND HOW WELL, MANAGEMENT IS USING PUBLIC RELATIONS TO MAINTAIN AND IMPROVE THE CORPORATIONS REPUTATION. PAUL BURTONS BOOK, CORPORATE PUBLIC RELATIONS, AND THE CORPORATION AND ITS PUBLICS- ESSAYS ON THE CORPORATE IMAGE BY JOHN W. RILEY AND MARGUERITE LEVY ARE SINGLED OUT AND DISCUSSED AND OLTLINED QUITE CLOSELY.

THIS SAMPLING OF BOOKS SUGGESTS THAT THE SUBJECT IS GROWING IN IMPORTANCE AND THAT WRITERS FORESEE IMPENDING CHANGES IN THE PRACTICE OF PUBLIC RELATIONS. PUBLIC RELATION IS PLAYING IN INCREASING ROLE IN SHAPING THE CORPORATIONS SOCIAL CONSCIENCE AND APPLIES THE BEHAVIORAL SCIENCES MORE.

0976 PALEY, NORTON
PLANNING A PROMOTICN STRATEGY.'
ADVERTISING AND SALES PROMOTION VOL.15, 8, AUGUST, 1967, 3P.

THIS ARTICLE PRESENTS A SYSTEMATIC WAY OF APPROACHING A MARKETING PROBLEM THAT SHOULD HELP TO INCREASE EFFICIENCY AND TO MAKE SURE THAT EVERYBODY KNOWS WHAT EVERYBODY ELSE IS DOING. DEFINITIONS DISTINGUISH STRATEGY AND TACTICS, POINTING OUT THAT STRATEGY CONCERNS WHAT TO DO AND TACTICS CONCERNS HOW TO DO IT. THE BENEFITS OF DEVELOPING A MARKETING PLAN ARE PRESENTED ALONG WITH A SUGGESTED OUTLINE FOR DEVISING THE PLAN. IN GENERAL, A MARKETING PLAN SPECIFIES MARKETING GOALS AND DEVELOPS A STRATEGY FOR ATTAINING THEM. MARKETING PLANS CAN BE AS DETAILED AS DESIRED AND SPECIALIZED FOR EACH SITUATION, BUT THE BENEFITS ARE THE SAME.

0977 BROWN, DOUGLAS B.
A PRACTICAL PROCEDURE FOR MEDIA SELECTION.'
JOURNAL OF MARKETING RESEARCH VOL IV, AUGUST 1967, 8P.

THE PRINCIPLE CF INCREMENTAL ANALYSIS AS APPLIED TO MEDIA SELECTION PROBLEMS IS EXAMINED BY ILLUSTRATING SOME MAGAZINE-SELECTION PROBLEMS. ALTHOUGH THESE EXAMPLES ARE SIMPLE, THE METHOD CAN BE EXTENDED TO HANDLE MORE COMPLEX PROBLEMS. INCREMENTAL ANALYSIS CAN BE APPLIED TO BOTH PRINT

AND BROADCAST MEDIA CAMPAIGNS, BUT IT IS MOST SUITABLE FOR SCHEDULING PRINT ADVERTISING.

0978 COHEN, JOEL B.
INTERPERSONAL ORIENTATION TO STUDY OF CONSUMER BEHAVIOR
JOURNAL OF MARKETING RESEARCH VOL IV, AUGUST 1967, 9P.
MAKING, DECISION

AN INTEGRATED FRAMEWORK FOR STUDYING INTERPERSONAL ASPECTS OF CONSUMER DECISION MAKING IS PRESENTED. THE ARTICLE DESCRIBES A SCALE FOR MEASURING A PERSONS INTERPERSONAL ORIENTATIONS. A STUDY IS REPORTED THAT EXAMINES RELATIONSHIPS BETWEEN THESE TRAITS AND PRODUCT AND MEDIA CHOICES.

0979 ANONYMOUS
THE NEED TO TRAIN AND RE-EDUCATE.'
ADMINISTRATIVE MANAGEMENT VOL.28, NO.8, AUGUST, 1967, 15P.
ORGANIZATION, JOB-DEMAND, EDUCATE

THE NEED TO TRAIN AND EDUCATE EXISTS IN EVERY ORGANIZATION AND CAN ONLY GROW. REASONS FOR THIS ARE 1. THE COMPUTER AND ITS SPAWN OF INCREASING SUBSYSTEMS.-2- THE FASTER PACE OF CHANGE.-3- THE INABILITY OF MANY BUSINESS SCHOOLS TO ADEQUATELY PREPARE STUDENTS FOR THE JOB-DEMAND THEY WILL ENCOUNTER.4. THE NEGRO AND THE POVERTY REVOLUTIONS.-5- A NEED OF MORE PEOPLE IN GENERAL SYMPTOM OF A GROWING ECONOMY. EVIDENCE SHOWS THAT THE TECHNOLOGY CREATES MORE JOBS THAN IT ELIMINATES.

0980 CLELAND, D.I.
UNDERSTANDING PROJECT AUTHORITY.'
BUSINESS HORIZONS, VOL.10, NO.1, SEPTEMBER, 1967, 8P.

PROJECT MANAGEMENT -MOLDING THE ORGANIZATION AROUND A SPECIFIC TASK OR PROJECT- IS THE CONCEPT THAT HAS BEEN DEVELOPED TO DEAL WITH SITUATIONS WHERE PRODUCTION AND MARKETING STRATEGY FOR NEW PRODUCTS DO NOT FIT INTO A PURELY FUNCTIONAL TYPE OF ORGANIZATION. THE PURPOSE OF THIS ARTICLE IS TO EXAMINE THE AUTHORITY OF THE PROJECT MANAGER, PARTICULARLY IN CONTRAST TO THAT OF THE TRADITIONAL BUREAUCRATIC MANAGER. THIS IS A SUBJECT INCOMPLETELY DEALT WITH IN CONTEMPORARY LITERATURE.

THE ROLE OF THE PROJECT MANAGER WILL BE CRUCIAL IN THE YEARS AHEAD. PROJECT MANAGEMENT MUST NOT ONLY FACILIATE THE DEVELOPMENT AND ACQUISITION OF MAJOR MILITARY WEAPONS, BUT THE TECHNIQUES WILL CONTINUE TO SPREAD IN THE NONDEFENSE INDUSTRIES AS WELL. FINALLY, PROJECT MANAGEMENT WILL CHANGE THE RELATIONSHIPS FOUND IN THE TRADITIONAL PYRAMID ORGANIZATION STRUCTURES.

0981 NUNLIST, FRANK J.
WANTED-EXECUTIVE TIME POWER.'
DUNS REVIEW VOL.90, NO.4, OCT. 1967, 5P.

IT IS THE CONTENTION OF THE AUTHOR THAT, SO CRITICAL IS TIME AVAILABILITY TO THE CHIEF EXECUTIVE BECOME THAT HE HAS NO BUSINESS GETTING INVOLVED IN DAY-TO-DAY DECISIONS. HE IS RESPONSIBLE FOR THE FUTURE OF THE COMPANY. HE MUST CONSIDER THE WHOLE SOCIETY AND GRAPPLE WITH SUCH PROFOUND QUESTIONS AS THE CHARACTER AND COMPOSITION OF THE ECONOMY OF TOMORROW AND THE ROLE OF BUSINESS.

BY UTILIZING THE COMPUTER THE AUTHOR OFFERS A THREE STEP PLAN AS A POSSIBLE SOLUTION. IN CONCLUSION THE CHIEF EXECUTIVE MUST REMEMBER ONLY WHAT IS TIMELY AND ACCURATE SO HE CAN SUCCESSFULLY PLOT THE FUTURE DIRECTION OF THE COMPANY.

0982 HODGE, C.C. WETZEL, J.R.
SHORT WORKERS AND UNDEREMPLOYMENT.'
MONTHLY LABOR REVIEW VOL.90, NO.9, SEPT. 1967, 4P.

REDUCED WORKWEEKS - ONE FORM OF UNDEREMPLOYMENT- CONSTITUTES A SERIOUS ECONOMIC AND SOCIAL PROBLEM, EVEN IN A PERIOD OF HIGH EMPLOYMENT AND RECORD EARNINGS. THE PERSONAL AND SOCIAL LOSS RESULTING FROM SHORT WORKWEEKS VARIES SHARPLY. AT ONE EXTREME ARE WORKERS DRAWING ADQUATE PAY WHO ARE ON FULL-TIME SCHEDULES DURING MOST OF THE YEAR, OR ARE MOVING TO FULL-TIME EMPLOYMENT.

NEXT THERE IS A SIZABLE BUT AMORPHOUS GROUP OF SECONDARY EARNERS. ABOUT ONE-THIRD OF THOSE WORKING PART TIME FOR ECONOMIC REASONS ARE COMPOSED MAINLY OF SINGLE YOUNGSTERS AND MARRIED WOMEN LIVING WITH THEIR HUSBANDS. THE REMAINDER ARE EMPLOYED, BUT WITH THE LOW HOURLY AND WEEKLY EARNINGS, FEW HOURS OF WORK, AND LITTLE IF ANY OPPORTUNITY FOR ADVANCEMENT.

0983 ANONYMOUS
THE OTHER EMPLOYEES IN THE SCHOOL, NON-TEACHER BARGAINING.'
MONTHLY LABOR REVIEW VOL.90, NO. 9, SEPT. 1967, 3P.
PROGRAMS, PERSONNEL, ORGANIZATION, EDUCATIONAL, ADMINISTRATION

GOOD PERSONNEL PROGRAMS IN SCHOOLS SHOULD BE DESIGNED TO STIMULATE COHESION RATHER THEN TO ACCENTUATE DIFFERENCES. ALL SCHOOL EMPLOYEES THE TEACHERS, DOCTOR, NURSE, CAFETERIA WORKER AND CUSTODIAN ARE PART OF THE EDUCATIONAL TEAM WHICH IS AIMING AT MAXIMUM EDUCATIONAL RESULTS.

TWO POINTS SHOULD BE MADE. FIRST, DECISIVENESS DESTROYS TEAMWORK AND HARMS EDUCATIONAL EFFORT. SECOND, SEPARATIVENESS WHEN CARRIED INTO THE FIELD OF EMPLOYEE ORGANIZATION DESTROYS THE POSSIBILITY OF SOUND PERSONNEL ADMINISTRATION TECHNIQUES FOR ALL SCHOOL EMPLOYEES.

0984 ANONYMOUS
A CRITIQUE OF COST-BENEFIT ANALYSES OF TRAINING.'
MONTHLY LABOR REVIEW VOL.90, NO.9, SEPT. 1967, 7P.
TRAINING, PROGRAMS, MANPOWER, EVALUATION, ANALYSES, ADMINISTRATION

IN SUPPORT OF ITS REQUEST TO THE MANPOWER ADMINISTRATION FOR FUNDING A BENEFIT COST-ANALYSIS OF TRAINING THE RURAL POOR UNDER THE MANPOWER IMPROVEMENT THROUGH COMMUNITY EFFORT PROJECT, THE NORTH CAROLINA FUND SUBMITTED A CRITIQUE OF PAST ATTEMPTS TO MEASURE THE EFFECTIVENESS OF TRAINING PROGRAMS.

PREPARED BY RESEARCH ECONOMIST DAVID O. SEWELL UNDER THE TITLE, -TRAINING THE POOR, RATIONALE FOR A BENEFIT COST EVALUATION OF MITCE- THE STUDY ILLUMINATES THE DIFFICULTIES ENCOUNTERED IN MEASURING THE RETURNS FROM TRAINING ACCRUING TO THE INDIVIDUAL, SOCIETY, AND GOVERNMENT. PORTIONS OF THE REPORT ARE GIVEN IN THIS ARTICLE, WITH ONLY MINOR EDITORIAL CHANGES TO PROVIDE TRANSITIONS.

0985 ANONYMOUS
PLANNING AND CONTROL OF RESEARCH AND DEVELOPMENT ACTIVITIES.'
THE PRICE WATERHOUSE REVIEW VOL.12, NO.2, SUMMER, 1967, 7P.
RULES, PROGRAM, PLANNING, ORGANIZATION, CONTROL, R+D

THE GROWTH OF RESEARCH AND DEVELOPMENT ACTIVITIES DURING THE PAST TWO DECADES HAS BEEN TREMENDOUS. THE GROWTH PATTERNS ARE LIKELY TO CONTINUE AS R+D BECOMES AN EVEN MORE IMPORTANT PART OF THE ECONOMY.

THE ARTICLE CONTENDS THAT THE VERY NATURE OF R+D WORK CAUSES DIFFICULTIES IN THEIR PLANNING AND CONTROL. IN THE PAST, MANAGEMENT HAS RELIED HEAVILY ON SUBJECTIVE METHODS AND RULES OF THUMB TO COPE WITH THESE PROBLEMS.

OFFERED ARE STEPS AND GUIDELINES FOR PLANNING AND CONTROLLING R+D PROGRAMS. INCLUDED ARE ORGANIZATION CHARTS DEPICTING WHERE THE PROGRAM SHOULD FIT THE R+D DEVELOPMENT STRUCTURE, PLUS AN ORGANIZATION CHART FOR THE R+D DEPARTMENT.

0986 EUGENE E. KACZKA KIRK, ROY V.
MANAGERIAL CLIMATE, WORK GROUPS + ORGANIZATIONAL PERFORMANCE
ADMINISTRATIVE SCIENCE QUARTELY VOL.12, NO.2, SEPT. 1967, 20P.

A LARGE-SCALE COMPUTER MODEL WAS DEVELOPED WHICH INTEGRATED AN EMPIRICALLY BASED MODEL OF WORK GROUPS AND FOREMEN WITH A BEHAVIORAL THEORY OF THE FIRM. THIS MODEL WAS THEN USED TO INVESTIGATE A SET OF HYPOTHESES ABOUT THE EFFECTS OF MANAGERIAL CLIMATE ON ORGANIZATIONAL PERFORMANCE. THE RESULTS INDICATE THAT UNDER SPECIFIC DIMENSIONS OF MANAGERIAL CLIMATE WORK GROUPS CAN HAVE MARKED EFFECTS ON ORGANIZATIONAL PERFORMANCE, SUGGESTING THE NEED FOR FURTHER RESEARCH ON THE INCORPORATION OF MODELS OF THE LOWER LEVELS OF ORGANIZATIONS IN A BEHAVIORAL THEORY OF THE FIRM.

0987 GALBRAITH, JAY R.
THE USE OF SUBORDINATE PARTICIPATION IN DECISION-MAKING.'
THE JOURNAL OF INDUSTRIAL ENGINEERING VOL.18, NO.9, SEPT. 1967, 4P.

THIS ARTICLE DISCUSSES THE PARTICIPATION OF OPERATIVE WORKERS IN DECISION-MAKING AS A VARIABLE INFLUENCING PERFORMANCE. EXPERIMENTS OF PRODUCTIVITY INCREASES ARE REVIEWED, AND SOME VARIANTS OF PARTICIPATION WHICH DIFFERENTIALLY AFFECT DECISION QUALITY AND MOTIVATION ARE CONSIDERED.

0988 EUSTON, ANDREW F.
SITE SELECTION FOR NEW BANK BUILDINGS.'
BANKING, VOL. 60, NO. 4, OCTOBER 1, 1967. 2P.

THIS ARTICLE OFFERS GUIDELINES FOR SELECTING A SITE AND LAYING OUT PLANS FOR A NEW BANK BUILDING. HEAVY EMPHASIS IS PLACED ON THE GREAT EFFECT THE AUTOMOBILE HAS HAD ON BANKING. HIGHLIGHTED ARE THE PROBLEMS THAT MUST BE OVERCOME IN LAYING OUT A PARKING LOT. COMMENTED ON IS THE GROWING SIGNIFICANCE OF THE DRIVE-IN TELLER, AND SOME OF THE DIFFICULTIES IMPROPER LOCATION CAN CAUSE. THE AUTHOR CONCLUDES THAT THE MOST IMPORTANT TRAFFIC FLOW, IS THE FLOW INSIDE THE BANK.

0989 ANONYMOUS
SKILL REQUIREMENTS FOR COMPUTER MANUFACTURING.'
MONTHLY LABOR REVIEW,VOL.90,NO.9,SEPT.,1967. 3P.
PROGRAM, PERSONNEL, INFORMATION

THE DEVELOPMENT AND RAPID ADOPTION OF ELECTRIC COMPUTERS FOR DATA PROCESSING AND PROBLEM SOLVING HAS HAD EXTENSIVE COVERAGE IN THE PRESS FOR THE PAST SEVERAL YEARS. LITTLE STATISTICAL INFORMATION HAS BEEN AVAILABLE. PILOT WORK IN A NEW BLS PROGRAM TO COLLECT FROM EMPLOYERS INFORMATION ON EMPLOYMENT BY OCCUPATION FOR CLERICAL AND MANUAL WORKERS HAS BEEN COMBINED WITH A SPECIAL TABULATION OF DATA FROM THE BUREAUS REGULAR SURVEY OF THE EMPLOYMENT OF SCIENTISTS, ENGINEERS, AND TECHNICAL PERSONNEL TO PROVIDE INITIAL DATA. THIS REPORT PROVIDES THAT DATA.

0990 RAMOND, CHARLES SLACK, CHARLES
KEY TO A SECOND REVOLUTION, THE COMPUTER AS BUDDY.'
COLUMBIA JOURNAL OF WORLD BUSINESS VOL.2, NO.5, SEPT.-OCT. 1967, 8P.
PROGRAMMERS, ANALYTIC

COMPUTER PROGRAMMERS FUNCTION AS A KIND OF PRIESTHOOD, MEDIATING BETWEEN THE SLIGHTLY TERRIFYING HARDWARE AND THE UNINITIATED MULTITUDE. FINE FOR THE PROGRAMMERS, BUT THIS EXCLUSIVENESS CONFINES THE MACHINE TO ANALYTIC PYROTECHNICS AND DENIES IT THE VITAL ROLE OF DATA GATHERER. TO IMPROVE OUR RATHER PRIMITIVE METHODS OF DATA COLLECTION, WE MUST SOMEHOW CONTRIVE TO GET THE COMPUTER WHERE THE ACTION IS. IN OTHER WORDS, RAPPORT MUST BE BUILT BETWEEN MONOLITH AND RANK-AND-FILE DATA SUPPLIER - SAY THE HOUSEWIFE -. A SIMPLE REWARD SYSTEM MAY DO THE TRICK HANDSOMELY.

0991 BISHOP, JR. WILLARD R. HUGHES, G. DAVID
SOME QUANTITATIVE AIDS TO MERCHANDISE MANAGEMENT.'
JOURNAL OF RETAILING, VOL.43, NO.3, FALL 1967. 11P.

IT IS THE AUTHORS BELIEF THAT THE MERCHANDISE MANAGER OF A DEPARTMENT STORE FACES A TASK SIMILAR TO THAT OF THE PRODUCTION MANAGER OF A FACTORY. THE SIMILARITIES OF THESE TWO JOBS SUGGESTS THAT IT MAY BE PROFITABLE TO QUESTION WHETHER LINEAR PROGRAMING, A DECISION-MAKING TOOL USED SUCCESSFULLY BY PRODUCTION MANAGERS, MIGHT BE USEFUL IN SOLVING THE PROBLEMS FACED BY MERCHANDISE MANAGERS. PERHAPS ELASTICITY, A CONCEPT FAMILIAR TO ECONOMISTS, MIGHT BE THE BETTER TOOL.

THE ARTICLE DEALS WITH THE ADOPTION OF THESE CONCEPTS

AS AIDS FOR THE RETAILER. IT CONCLUDES THAT QUANTITATIVE TOOLS CAN GREATLY HELP THE MERCHANDISE MANAGERS DECISION PROCESS, YET THEY ARE SUBJECT TO LIMITATIONS. THUS THE COMPUTER IS NOT ABOUT TO REPLACE THE MERCHANDISE MANAGER, BUT IT CAN FREE HIM OF ROUTINE TASKS.

C992 ANONYMOUS
COMPUTERS AND QUARTERBACKS.'
DUNS REVIEW, VOL.90,NO.3, SEPTEMBER 1967. 1P.
JOB, INNOVATION, ANALYSIS

COMPUTERS HAVE NOW MADE THEIR ENTRY INTO THE WORLD OF PROFESSIONAL FOOTBALL. A MANHATTAN-BASED COMPANY, COMPUTER APPLICATIONS INC. HAS DEVICED A SYSTEM WHICH PERMITS A UNIFORM METHOD FOR THE PROFESSIONAL TEAMS TO SCOUT COLLEGE FOOTBALL PLAYERS.

THE CAI ANALYSIS HAS READILY BEEN ADOPTED BY EVERY TEAM IN THE LEAGUE. THIS HAS PERMITTED A MORE COMPLETE SCOUTING JOB AT REDUCTIONS IN COST. THIS INNOVATION APPEARS TO HAVE SOLVED A LONG EXISTING PROBLEM.

C993 ROSENZWEIG, J.E.
MANAGERS AND MANAGEMENT SCIENTISTS, TWO CULTURES.'
BUSINESS HORIZIONS, VOL.10, NO.3, FALL 1967. 7P.

SIGNIFICANTLY DIFFERENT VALUE SYSTEMS, APPROACHING TWO CULTURES, PROVIDE THE SETTING FOR THE RELATIONSHIP BETWEEN MANAGERS AND MANAGEMENT SCIENTISTS. TECHNICAL JARGON TECHNIQUE RATHER THAN PROBLEM ORIENTATION, AND LACK OF ATTENTION TO TOP LEVEL DECISIONS HAVE HAMPERED THE IMPLEMENTATION OF RESEARCH FINDINGS. AS A RESULT, MANAGERS SEEM RELUCTANT TO ACCEPT MANY FINDINGS THAT HAVE PROVED TO BE VALID. PROGRESS WILL DEPEND ON MUTUAL UNDERSTANDING, THE ABILITY TO EMPATHIZE, AND A SINCERE RESPECT FOR EACH OTHERS ENDEAVORS. MANAGERS NEED MORE UNDERSTANDING OF TOOLS AND TECHNIQUES, RESEARCHERS NEED MORE UNDERSTANDING OF THE COMPLEXITY OF THE MANAGERIAL ENVIRONMENT. EMPIRICAL ENRICHMENT IS ONE MEANS OF GAINING REALISM. HAVING OPERATION MANAGERS LEAD THE REASEARCH TEAM ELICITS DIALOGUE, PROMOTES MUTUAL UNDERSTANDING AND INCREASES THE PROBABILITY OF IMPLEMENTING THE FINDINGS.

C994 TANNENBAUM, P.H. MCLEOD, J.P.
ON THE MEASUREMENT OF SOCIALIZATION.'
PUBLIC OPINION QUARTERLY, VOL.31, NO.1, SPRING 1967, 11P.

THE STUDY OF SOCIALIZATION HAS LACKED A CONSISTENT METHODOLOGY THAT WOULD PERMIT COMPARISONS AMONG STUDIES. MORE GENERAL AND WIDELY APPLICABLE MEASURES ARE NEEDED IF THE PROCESS OF SOCIALIZATION IS TO BE FULLY AND APPROPRIATELY INVESTIGATED. THIS PAPER PRESENTS A SET OF RELATED MEASURES INDEXING VARIOUS ASPECTS OF COGNITIVE CHANGE AS PART OF THE SOCIALIZATION PROCESS. IN ORDER TO ASSESS THE DEGREE OF SOCIALIZATION, THE DEVELOPMENT OF ONE OR MORE INDICES OF COMMUNALITY BETWEEN ROLE ASPIRANTS AND THE ROLE INCUMBENT GROUPS IS REQUIRED. WHEN BOTH THESE GROUPS JUDGE THE SAME SET OF CONCEPTS AND THE SAME SET OF SEMANTIC DIFFERENTIAL SCALES, THE DEGREE OF COMMUNALITY BETWEEN THE TWO GROUPS MAY BE INDEXED BY A NUMBER OF MEASURES OF BETWEEN GROUP SIMILARITY. IN ADDITION, INDICES OF SIMILARITY WITHIN A GROUP ARE AVAILABLE.

C995 WISP, ROBERT E.
IS WORK MEASUREMENT DEAD.'
BESTS INSURANCE NEWS VOL.68, NO.7, NOV. 1967, 5P.
PERFORMANCE APPRAISAL

WITH THE READILY ACCEPTANCE OF THE COMPUTER MANY MANAGERS ARE RE-EXAMINING THEIR FUNCTIONS. A COMPUTER IS SURE TO REDUCE COSTS PROVIDED THE COMPANYS ELECTRONIC STAFF CAN INSURE PROPER COMPUTER APPLICATION.

MANY EXECUTIVES ARE READY TO DO AWAY WITH THE TRADITIONAL TOOLS OF WORK MANAGEMENT-TIME STANDARDS, PERFORMANCE REPORTS AND STAFFING CONTROLS. THE AUTHOR BELIEVES THE SOLUTION IS NOT THIS SIMPLE. HE OFFERS EXPLAINATIONS AND GUIDES OF HOW TRADITIONAL APPROACHES CAN BE BETTER UTILIZED DURING THE TIME SEGMENTS REGARDING THE DEVELOPMENT OF THE PROPOSED COMPUTER SYSTEM. DURING THE PERIOD OF INSTALLYNG THE COMPUTER AND DURING THE PAST INSTALLATION PERIOD.

C996 BOLTELL, W. S.
AUDITING THROUGH THE COMPUTER.'
THE JOURNAL OF ACCOUNTANCY, VOL 120, 5, NOVEMBER 1965, 6 PP.
OPERATIONS-RESEARCH

THE MOST FREQUENTLY SUGGESTED PROGRAMS FOR AUDITING THROUGH THE COMPUTER INVOLVE THE USE OF TEST DECKS. THESE FUNCTION TO TEST THE CORRECTIVENESS OF PROGRAMS. THE CASE FOR USING TEST DECKS FOR AUDITING PURPOSES IS VERY POWERFUL.

AN ALTERNATIVE APPROACH IS THE USE OF A MODEL OR OPER-' ATIONS-RESEARCH TECHNIQUE. THIS APPROACH FOLLOWS THIS REA-' SONING. THE AUDITOR IS CONFIDENT THAT HE CAN DESIGN A PRO-' CESSING SYSTEM WHICH SATISFIES ALL THE NECESSARY DEMANDS OF THE SYSTEM. THE AUDITOR PREPARES A PROGRAM BASED ON THE MODEL OF INTERNAL CONTROL FOR EACH SEGMENT OF THE ACCOUNTING SYSTEM WHICH IS COMPUTERIZED. THE AUTHOR THEN PROCESSES THE DATA, SUBSTITUTING THE AUDITORS PROGRAM FOR THE CLIENTS PROGRAM. THE AUDITOR NEXT COMPARES HIS RESULTS WITH THE CLIENTS RESULTS.

C997 KOTRBA, R. WILLIAM
THE STRATEGY SELECTION CHART.'
JOURNAL OF MARKETING, VOL. 30, NO. 3, JULY, 1966, 4 PAGES

HOW TO STIMULATE OR EXPAND SELECTIVE DEMAND AND ESTABLISH PRODUCT DISTINCTIVENESS IS A MAJOR CONCERN OF MOST MARKETERS TODAY. THE STRATEGY SELECTION CHART PRO-' VIDES A TENTATIVE SOLUTION TO THIS PROBLEM, ALTHOUGH OF COURSE SUBJECT TO INDIVIDUAL INTERPRETATION.- THE CHART IS VALUABLE IN PRESENTING A CONCEPTUAL VIEW OF THE PROCESS OF STRATEGY SELECTION WITHIN A FRAME-' WORK OF PRODUCT DIFFERENTIATION VERSUS MARKET SEGMENTATION. ALTHOUGH THE FOLLOWING LIST OF FACTORS CAN BE REVISED, READJUSTED, AND REFINED, IT ILLUSTRATES A SPECIFIC CONCEPT OF STRATEGY SELECTION. THE FACTORS ARE SIZE OF MARKET, CONSUMER SENSITIVITY, PRODUCT LIFE-CYCLE, TYPE OF PRO-' DUCT, NUMBER OF COMPETITORS, AND TYPICAL COMPETITOR STRATEGIES. THE RELATIONSHIPS OF THESE OF SIX FACTORS AND THEIR EFFECTS UPON MARKETING STRATEGY SELECTION ARE ILLUS-' TRATED IN THE STRATEGY SELECTION CHART. FIGURE.

C998 BUJKOVSKY, GUSTAV J.
A LICENSE FOR MANAGERS.'
PERSONNEL JOURNAL, VOL. 45, NO. 4, APRIL, 1966, 1 PAGE

TO END THE PRESENT TREND IN INDUSTRY OF REWARDING AN OUTSTANDING ENGINEER WITH A MANAGERIAL POSITION OR HAND-PICKING THE MEMBERS OF TOP MANAGEMENT AMONG BUDDIES, REGARDLESS OF THEIR QUALIFICATIONS OR EXPERIENCE, MANAGERS SHOULD BE LICENSED--THE LICENSE BEING ISSUED UPON THE COMPLETION OF A COMPLEX, WELL-PLANNED COM-' PETITIVE EXAMINATION BEFORE A STATE BOARD. ALL PUBLICLY OWNED COMPANIES SHOULD BE RESTRICTED TO THE USE OF LI-' CENSE MANAGERS ONLY.

-THE REQUIREMENT OF A LICENSE FROM A MANAGER IS NOT INTERFERING ANY MORE WITH INDIVIDUAL FREEDOM THAN IS THE LICENSING REQUIREMENT OF A PLUMBER. ONE OF THE BASIC REASONS FOR THE LICENSING OF PROFESSIONALS HAS ALWAYS BEEN THE EXCLUSION OF THE AMATEURS AND QUACKS.- THERE IS NO REAL SHORTAGE OF ABLE INDIVIDUALS. THERE IS A GREAT SUPPLY CAPABLE OF PASSING A COMPREHENSIVE LICENSING EXAM. MOTIVATION TO ACHIEVE TOP PERFORMANCE WILL RESULT.

C999 GREER, HOWARD C.
ANYONE FOR WIDGETS.'
THE JOURNAL OF ACCOUNTANCY VOL. 121, 4. APRIL, 1966 8P.

IS THERE A BASIC PHILOSOPHICAL WEAKNESS IN COST AC-' COUNTING. IN ANALYZING THE OPERATIONS OF THE MYTHICAL WAXAHATCHIE WIDGET COMPANY, THE AUDITORS TELL THE OWNER AFTER HIS FIRST YEAR OF OPERATION THAT HE HAS INCURRED A DEFICIT OF 30,000 DOLLARS- THE AUTHOR OF THE ARTICLE MAINTAINS HE HAS A DEFICIT OF 90,000 DOLLARS. THE DIS-' CREPANCY APPEARS TO BE IN THE DIFFERENT METHODS OF COST ACCOUNTING. IS SUCH A VARIANCE ACCEPTABLE. IN THIS FABLE THE AUTHOR ATTEMPTS TO CLARIFY THIS ISSUE.

IN ADDITION TO TWO MAJOR CONCEPTS WITH REGARD TO THE COST REFLECTED IN THE INVENTORY AND THE PRICE AT WHICH THE ARTICLE IS SOLD. THE FOLLOWING IMPORTANT COROLLARY IS EMPHASIZED- THE STANDARD COST EMPLOYED FOR PRICE-FIGURING, FOR INVENTORY VALUATION, AND FOR EFFICIENCY MEASUREMENT SHOULD BE THE SMALLEST OUTLAY CONCEIVABLE UNDER THE BEST IMAGINABLE CONDITIONS.

1000 OSHRY, BARRY I.
CLEARING THE AIR IN HUMAN RELATIONS.'
BUSINESS HORIZONS, VOL. 9, NO. 1, SPRING, 1966, 12 PAGES

AN IMPORTANT QUESTION FOR MANAGERS TO CONSIDER IS THE DEGREE OF HONESTY FOUND IN THEIR WORK RELATIONSHIPS. SPECIFICALLY, ARE STRONG FEELINGS TOWARD A PERSON OR GROUP HONESTLY EXPRESSED OR ARE THEY DENIED OR IGNORED. ALTHOUGH FEELINGS ARE A PART OF ORGANIZATIONAL LIFE, THEY ARE OFTEN DISVALUED, AND THEIR SUPPRESSION HINDERS THE ACHIEVEMENT OF ORGANIZATIONAL GOALS.

IN THIS PAPER THE AUTHOR DESCRIBES TWO STYLES BY WHICH MANAGERS REACT TO THEIR OWN FEELINGS. THE FIRST, THE AVOIDANCE PATTERN, WILL BE RECOGNIZED AS THE TYPICAL OR-' GANIZATIONAL STYLE, BASED ON THE ASSUMPTION THAT FEELINGS ARE EITHER IRRELEVANT OR DISRUPTIVE OF SMOOTH ORGANIZATIONAL FUNCTIONING. THE SECOND STYLE, PROBLEM-ORIENTED FEEDBACK, MORE ATYPICAL OF ORGANIZATIONAL LIFE, IS BASED ON THE ASSUMPTION THAT MANAGERIAL DEVELOPMENT AND GROUP PROBLEM SOLVING DETERIORATE IN CLIMATES OF SUPPRESSED FEELINGS.

1001 MENKHAUS, EDWARD J.
INTERLOC- CONTROL WHERE THE ACTION IS.'
BUSINESS AUTOMATION VOL. 13, 7. JULY, 1966 7P.

LOCKHEED-GEORGIAS TOTALLY INTEGRATED, REAL-TIME MAN-' AGEMENT CONTROL SYSTEM ALLOWS THEM TO MANAGE THE BUSINESS, NOT JUST ACCOUNT FOR IT. WHILE GEARED TO THE NEEDS OF THE AEROSPACE COMPANY, THE PRINCIPLES OF THE SYSTEM CAN BE AP-' PLIED WHEREVER FAST DECISIONS ARE NEEDED TO CONTROL A MUL-' TIPHASE OPERATION.

DEVELOPMENT AND IMPLEMENTATION OF THE TOTAL SYSTEM IS PROCEECING THROUGH FIVE PLATEAUS. THE FIRST PLATEAU, SYSTEMS ENGINEERING MANAGEMENT, IS ABLE TO TELL AN ENGINEER EACH PART AND FUNCTION OF THE AIRCRAFT WHICH WILL BE AFFECTED BY THE PARTICULAR PART HE IS WORKING ON. THE SECOND PLATEAU WILL AUTOMATICALLY PREPARE PURCHASE ORDERS. PLATEAU THREE, SCHEDULED FOR COMPLETION IN 1967, WILL INCREASE THE EFFECT-' IVENESS OF PRODUCTION, MATERIAL, AND COST CONTROLS. PLATEAU FOUR WILL IMPLEMENT DATA COLLECTION, ANALYSIS, AND INFORM-' ATION DISSEMINATION CAPABILITIES. THE FIFTH PLATEAU WILL FACILITATE A COMPREHENSIVE NETWORK OF FINANCIAL CONTROLS.

1002 BOWLIN, OSWALD D.
REFUNDING DECISION A SPECIAL CASE IN CAPITAL BUDGETING
THE JOURNAL OF FINANCE VOL. 21, 1. MARCH, 1966. 14P.

THIS STUDY HAS FOUND THAT THE INVESTMENT REQUIRED TO REFUND DEBT SHOULD BE ANALYZED DIFFERENTLY FROM ORDINARY INVESTMENTS IN OPERATING ASSETS. REFUNDING WILL BE PROFIT-' ABLE WHENEVER THE RATE OF RETURN OR NET CASH INVESTMENT IS GREATER THAN THE COST OF DEBT CAPITAL TO THE FIRM. IF THE PRESENT VALUE METHOD IS USED AS THE ANALYTICAL TOOL, FUTURE INTEREST SAVINGS FROM REFUNDING SHOULD BE DISCOUNTED AT THE COST OF DEBT, NORMALLY THE NET YIELD ON THE REFUNDING BOND.

IN THIS ARTICLE SEVERAL APPROACHES ON MEASURING INTEREST SAVINGS IN BOND REFUNDING RECOMMENDED IN THE FINA-' NCIAL LITERATURE ARE PRESENTED AND THEN COMPARED. ALSO, AN ATTEMPT IS MADE TO DETERMINE THE BEST ANALYTICAL TECHNIQUE FOR USE IN MEASURING INTEREST SAVINGS. FINALLY, THE PROFIT-' ABILITY OF THE 1962-1963 REFUNDINGS BY PUBLIC UTILITIES IS

DETERMINED BY USE OF THE ANALYTICAL TECHNIQUE FOUND TO BE CORRECT.

1003 BLOCK, A.C. BRONER, M.A. PETERSON, E.L.
THE MANAGERS GUIDE TO SYSTEM ANALYSIS.'
MANAGEMENT REVIEW VOL.56, NO.12, DEC. 1967, 11P.

MANAGERS ARE OFTEN CALLED ON TO MAKE THE FINAL DECISION ON WHETHER A PROPOSED NEW SYSTEM SHOULD BE DEVELOPED. BECAUSE MANAGERS USUALLY HAVE A LIMITED KNOWLEDGE IN THIS AREA, MANY DEPEND COMPLETELY ON THE ADVICE OF THEIR SYSTEMS ENGINEERS IN SUCH MATTERS. BY DOING SO THEY ARE EVADING AN IMPORTANT PART OF THEIR MANAGERIAL RESPONSIBILITIES.
THIS ARTICLE DESCRIBES A SYSTEMS ANALYSIS CHECKLIST, DEVELOPED BY THE AUTHORS, THAT SHOULD HELP MANAGERS JUDGE THE WORTH OF A NEW SYSTEM CONCEPT. IT IS NOT INTENDED TO SHOW HOW TO DESIGN A SYSTEM, BUT RATHER SHOULD MAKE THEM AWARE OF WHAT FACTORS LEAD TO GOOD SYSTEMS DESIGN. THE LIST OF QUESTIONS PROVIDES AN ORDERLY CHECK ON THE WORK THE ENGINEERING STAFF HAS DONE TO MAKE SURE ALL IMPORTANT FACTORS HAVE BEEN CONSIDERED. IT ALSO PROVIDES A CROSS-CHECK OF VARIOUS FACETS OF THE ANALYSIS TO ENSURE THAT THE WORK IS CONSTANT AND LOGICAL.

1004 LIPPMAN, STEVEN WOLFE, ALAN J. WAGNER, HARVEY M.
YUAN, JOHN S.C.
OPTIMAL PRODUCTION SCHEDULING AND EMPLOYMENT SMOOTHING
MANAGEMENT SCIENCE VOL.14, NO.3, NOV. 1967, 31P.

THIS PAPER, PROVIDES UPPER AND LOWER BOUNDS ON THE CUMULATIVE REGULAR-TIME PLUS OVERTIME WORK FORCE FOR ANY SEQUENCE OF DEMAND REQUIREMENTS. IT ALSO GIVES THE FORM OF AN OPTIMAL POLICY WHEN DEMANDS ARE MONOTONE -EITHER INCREASING OR DECREASING-. FINALLY, IT DERIVES THE ASYMPTOTIC BEHAVIOR OF OPTIMAL POLICIES WHEN DEMANDS ARE MONOTONE AND THE PLANNING HORIZON BECOMES ARBITRARILY LONG. ALL OF THESE RESULTS, WHICH CONVEY INFORMATION ABOUT THE NUMERICAL VALUES OF OPTIMAL POLICIES, GIVEN SPECIFIC DEMANDS AND AN INITIAL LEVEL OF INVENTORY, DEPEND ONLY ON THE SHAPE CHARACTERISTICS OF THE COST FUNCTIONS.

1005 ZANGWILL, WILLARD I.
THE CONVEX SIMPLEX METHOD.'
MANAGEMENT SCIENCE VOL.14, NO.3, NOV. 1967, 17P.

THIS PAPER PRESENTS A METHOD, CALLED THE CONVEX SIMPLEX METHOD, FOR MINIMIZING A CONVEX OBJECTIVE FUNCTION SUBJECT TO LINEAR INEQUALITY CONSTRAINTS. THE METHOD IS A TRUE GENERALIZATION OF DANTZIGS LINEAR SIMPLEX METHOD BOTH IN SPIRIT AND IN THE FACT THAT THE SAME TABLEAU AND VARIABLE SELECTION TECHNIQUES ARE USED. WITH A LINEAR OBJECTIVE FUNCTION THE CONVEX SIMPLEX METHOD REDUCES TO THE LINEAR SIMPLEX METHOD. MOREOVER, THE CONVEX SIMPLEX METHOD ACTUALLY BEHAVES LIKE THE LINEAR SIMPLEX METHOD WHENEVER IT ENCOUNTERS A LINEAR PORTION OF A CONVEX OBJECTIVE FUNCTION. MANY OF THE SOPHISTICATED TECHNIQUES DESIGNED TO ENHANCE THE EFFICIENCY OF THE LINEAR SIMPLEX METHOD ARE APPLICABLE TO THE CONVEX SIMPLEX METHOD. IN PARTICULAR, AS AN EXAMPLE, A NETWORK TRANSPORTATION PROBLEM WITH A CONVEX OBJECTIVE FUNCTION IS SOLVED BY USING THE STANDARD TRANSPORTATION TABLEAU AND BY ONLY SLIGHTLY MODIFYING THE USUAL PROCEDURE FOR A LINEAR OBJECTIVE FUNCTION.

1006 SMITH, LEE H.
RANKING PROCEDURES + SUBJECTIVE PROBABILITY DISTRIBUTIONS
MANAGEMENT SCIENCE VOL.14, NO.4, DEC. 1967, 12P.

THE PURPOSE OF THE PRESENT ARTICLE IS TWO-FOLD. FIRST, THE ARTICLE PROPOSES A SPECIFIC, LOGICAL, AND CONSISTENT PROCEDURE FOR DERIVING SUBJECTIVE PROBABILITY DISTRIBUTIONS. THE PROCEDURE, WHICH INVOLVES THE USE OF STATISTICAL RANKING TECHNIQUE, IS EXEMPLIFIED FOR THE PURPOSE OF CLARITY. SECOND, AND POSSIBLY EVEN MORE IMPORTANT THAN THE FIRST OBJECTIVE, THE PROCEDURE IS SET FORTH IN THE HOPE THAT IT WILL STIMULATE FURTHER ACTIVITY TOWARD DEVELOPMENT OF IMPROVED METHODS FOR DERIVING SUBJECTIVE DISTRIBUTIONS.

1007 RANEL, L.C.
THE STAFF RESPONSIBILITY OF THE MIS ANALYST.'
MANAGEMENT ACCOUNTING VOL.49, NO.4, DEC. 1967, 3P.
MANAGEMENT INFORMATION-SYSTEM
THE OBJECTIVE OF THIS PAPER IS TO CONVINCE THE READER THAT THE FOCAL POINT OF A SUCCESSFUL MANAGEMENT INFORMATION-SYSTEM IS UNDERSTANDING THE COMPANYS PLANNING AND CONTROL RESPONSIBILITIES AND BECOMING INVOLVED IN THE STAFF ROLE OF AIDING TOP MANAGEMENT IN THE PROPER DELINEATION OF THESE RESPONSIBILITIES TO INDIVIDUAL MANAGERS. ONCE THIS UNDERSTANDING IS ACQUIRED, THE EVOLUTION OF AN INTEGRATED AND EFFICIENT INFORMATION-SYSTEM IS POSSIBLE. THE MIS ANALYST MUST UNDERSTAND THE PROBLEMS OF THE OPERATING MANAGER WHO HAS TO BE PROVIDED WITH A SYSTEM THAT TELLS HIM WHERE HE IS AND WHERE HE IS PROBABLY GOING TO END UP AND A SYSTEM ENABLING HIM THE OPERATING MANAGER - TO PLAN AND COMMUNICATE THE ALLOCATION OF HIS RESOURCES TO INCREASE HIS PRODUCTIVITY.

1008 DODSON, J.W.
A LONG-RANGE FORECASTING AND PLANNING TECHNIQUE.'
MANAGEMENT ACCOUNTING VOL.49, NO.4, DEC. 1967, 10P.

MATHEMATICALLY DEFINED PATTERNS OF THE CHANGES IN ACTIVITY LEVELS ARE ADAPTED TO A COMPUTER PROGRAM WHICH CALCULATES, PLOTS AND GENERATES A FORECAST OF THE WORK-LOAD. THIS EASY TO USE TECHNIQUE ALLOWS THE PLANNER TO CONCENTRATE ON VARIABILITY PECULIAR TO INDIVIDUAL PRODUCTS, WHILE THE COMPUTER PERFORMS THE ROUTINE CALCULATIONS WITH RESPECT TO THE FACTORS COMMON TO ALL THE PRODUCTS. THE SYSTEM INVOLVES A COMPUTER PROGRAM THAT CONTAINS A MODEL BASED ON 1. AVERAGE EXPENSE PATTERNS, 2. THE FACT THAT THE OCCURANCE OF THE PATTERN IS RELATED TO A BIG DATE IN THE PRODUCT LIFE AND 3. THE PRODUCTABILITY OF TOTAL EFFORT OF EXPENSE AT THE PRODUCT LEVEL.

1009 BAUSE, ROGER T.
COMPUTER ASSISTED MENU PLANNING.'
DATA PROCESSING VOL.9, DEC. 1967, 4P.

RESEARCH INTO THE APPLICATION OF EDP SYSTEMS FOR MASS FEEDING AND LARGE FOOD INVENTORY PROBLEMS IS CURRENTLY MOTIVATED BY THE NEEDS OF THE MILITARY AND MEDICAL COMMUNITIES. THE PRIME TARGET OF THIS RESEARCH IS THE MODEL COMPUTER-ASSISTED MENU PLANNING OR CAMP.
AS THE DEVELOPMENT OF THESE SYSTEMS PROGRESSES, IT BECOMES EVIDENT THAT SUCH APPLICATIONS ARE NOT ONLY FEASIBLE, BUT ECONOMICALLY GAINFUL AND SOON MAY BECOME WIDESPREAD.

1010 NORMAN, RICHARD ALLAN
BUSINESS DECISION MAKING- A PHENOMENOLOGICAL APPROACH.'
CALIFORNIA MANAGEMENT REVIEW VOL.10, NO.2, WINTER 1967, 6P.

BUSINESS DECISIONS CAN BE MADE FROM TWO APPROACHES. THE OBJECTIVE APPROACH CONSIDERS BUSINESS BEHAVIOR TO BE A FUNCTION OF THE BUSINESS ENVIRONMENT. THE PHENOMENOLOGICAL APPROACH IS CENTERED IN THE DECISION-MAKER. IT CONSIDERS A BUSINESS SITUATION TO BE A PARTICULAR STRUCTURE OF SELECTED DATA ORGANIZED AND EVALUATED BY SOMEONE FOR SOME PURPOSE, RATHER THAN A SINGLE SET OF OBJECTIVELY DETERMINED FACTS.
A COMPUTER MARKETING DECISION BUSINESS GAME RESULTED IN A NUMBER OF OBSERVABLE STRATEGIES WHICH ILLUSTRATE THE DECISION APPROACHES.

1011 FRIED, L.
GAMES MANAGERS PLAY.'
MANAGEMENT SERVICES VOL.4, NO.6, DEC. 1967, 4P.
PSYCHOLOGY OFFICE POLITICS SIMULATION BUDGET
THIS ARTICLE MIGHT BE SUBTITLED -THE PSYCHOLOGY OF MANAGERIAL RELATIONSHIPS-, FOR IT SUMMARIZES, BY OUTLINING SOME OF THE MAJOR STRATEGIES EMPLOYED, THE PRINCIPLES AND PRACTICE OF THE POPULAR SPORT OF OFFICE POLITICS. THERE ARE ELEVEN TYPES OF GAMES MANAGERS PLAY. ONE IS BUSINESS SIMULATION -MEMBERS OF MIDDLE MANAGEMENT OR STAFF GET TOGETHER AND THE PLAYER ASSUMES HE IS PRESIDENT OF THE COMPANY AND HE TELLS THE OTHER PLAYERS WHAT HE WOULD DO TO CORRECT THE SITUATION. EVERY PLAYER WINS. ANOTHER IS BEAT THE BUDGET- THE OBJECT OF WHICH IS TO MANIPULATE THE BUDGET TO ACCOMPLISH A GIVEN PURPOSE. OTHER GAMES ARE HOT POTATO, MUSICAL CHAIRS, INTRAMURAL POLITICS, WORKHORSE, CONSENSUS, THE CRASH PROGRAM, THE DELAYED REACTION DECISION, THE STONE TABLETS POLICY AND THE SUPERSTITION SYNDROME.

1012 PERKIN, COL. I.R.
FIVE WAYS TO MANAGE YOUR OFFICE TIME.'
ADMINISTRATIVE MANAGEMENT VOL.27, NO.9, SEPT. 1967, 2P.
SCHEDULING MEETINGS APPOINTMENTS
WHILE WE CAN NOT CONTROL TIME, IT CAN BE UTILIZED TO ITS BEST ADVANTAGE. GOOD ADMINISTRATIVE MANAGERS FIND TIME TO ACHIEVE OBJECTIVES BECAUSE THEY DELIBERATELY PLAN HOW TO BEST USE THE TIME ALLOCATED.
SCHEDULING IS THE KEY ESSENTIAL. MEETINGS AND APPOINTMENTS ARE TOO IMPORTANT TO IGNORE. HUMAN MEMORY IS TREACHEROUS AND UNRELIABLE. PLANNING SHOULD BE DONE AS FAR INTO THE FUTURE AS POSSIBLE. THIS ALLOWS THE MANAGER TO KEEP THINGS IN PROPER PROSPECTIVE.

1013 HERZBERG, FREDERICK
ONE MORE TIME- HOW DO YOU MOTIVATE EMPLOYEES.'
HARVARD BUSINESS REVIEW VOL.46 JAN-FEB. 1968, 10P.
WORK CONDITIONS SALARIES
IMPROVING WORK CONDITIONS, RAISING SALARIES, OR SHUFFLING TASKS, RESULTS ONLY IN SHORT-TERM EMPLOYEE MOVEMENT - NOT MOTIVATION. MOST LIKELY, THE COST OF THESE PROGRAMS WILL INCREASE STEADILY AS NEW VARIETIES WILL BE DEVELOPED WHEN THE OLD ONES REACH THEIR SATIATION POINTS.
THE ONLY WAY TO MOTIVATE THE EMPLOYEE IS TO GIVE HIM CHALLENGING WORK IN WHICH HE CAN ASSUME RESPONSIBILITY. STEPS THE PERSONNEL MANAGER SHOULD TAKE TO INSTITUTE THE PRINCIPLE OF JOB-ENRICHMENT ARE SUGGESTED.

1014 ANONYMOUS **
JUST MERGED- COPIER AND COMPUTER.'
BUSINESS AUTOMATION VOL.14, DEC. 1967, 2P.
XEROX
REMOTE COPYING AND THE COMPUTER HAVE BEEN SUCCESSFULLY MERGED AT BELL TELEPHONE LABORATORIES. THE LINK-UP JOINS COMPUTER GENERATED DATA DISPLAY WITH XEROXS GRAPHIC TERMINAL HARDCOPY PRINTER SYSTEM.
THIS SYSTEM OVERCOMES A LONG TIME COMMUNCATIONS BARRIER BY PROVIDING A FAST, DIRECT METHOD TO GET INFORMATION FROM THE COMPUTERS ONTO GRAPHIC FORM.

1015 ELWELL, H.H.
DATA AND INFORMATION MANAGEMENT SYSTEMS.'
MANAGEMENT SERVICES VOL.4, NO.6, NOV. 1967, 12P.
MANAGEMENT-INFORMATION-SYSTEM
A PROPERLY DESIGNED SYSTEM FOR MANAGEMENT DATA SHOULD ASURE THAT A MINIMUM NUMBER OF REPORTS IS PRODUCED AT MINIMUM COST, THAT THESE REPORTS GO ONLY TO THOSE WHO NEED THEM AND THAT THE REPORTS BE RECEIVED ON TIME. THIS AUTHOR EXPLAINS A SYSTEM THAT HAS PROVED EFFECTIVE ON MEETING THESE REQUIREMENTS AND THAT PROVIDES BUILT-IN CROSS CHECK CONTROLS TO VERIFY THAT THIS SYSTEM IS FUNCTIONING AS PLANNED. THERE IS NOTHING IN THIS SYSTEM THAT CANNOT BE PUT INTO PRACTICE BY LARGE OR SMALL BUSINESSES. IT IS NO LONGER TRUE THAT A FIRM MUST HAVE DOCUMENTS THAT REPRESENT WHAT SHOULD HAVE BEEN DONE. THE MODERN MANAGER KNOWS THAT HE MUST HAVE DOCUMENTS THAT REPRESENT WHAT ACTUALLY HAS BEEN DONE. WHAT THE LEVEL OF ACHIEVEMENT IS HAS BECOME A QUESTION OF HOW ADEQUATELY THE DATA AND MANAGEMENT INFORMATION-SYSTEM OPERATES.

1016 HAIRE, MASON
COMING OF AGE IN THE SOCIAL SCIENCES.'
INDUSTRIAL MANAGEMENT REVIEW VOL.8, NO.2, SPRING, 1967, 10P.
BEHAVIORAL-SCIENCES HUMAN-RESOURCES MANPOWER
THIS ARTICLE ASSESSES THE CONTRIBUTIONS OF THE

BEHAVIORAL SCIENCES TO THE PRACTICE OF MANAGEMENT AND DISCUSSES THE BARRIERS TO FREE INTERCHANGE BETWEEN THE TWO GROUPS.

IT PRESENTS A SYSTEM THEORETICAL APPROACH TO THE MANAGEMENT OF HUMAN RESOURCES AND TO MANPOWER PLANNING, AND GOES ON TO DEAL WITH THE KIND OF INDUSTRY-UNIVERSITY RESEARCH ORGANIZATION WHICH SEEMS BEST ADAPTED TO ADVANCE WORK ON THIS PROBLEM.

1017 SOELBERG, PEER O.
UNPROGRAMMED DECISION-MAKING.'
INDUSTRIAL MANAGEMENT REVIEW VOL.8, NO.2, SPRING 1967, 11P.
PROBLEM-SOLVING

THIS ARTICLE PRESENTS A FRAMEWORK FOR DESCRIBING HUMAN PROBLEM SOLVING AND DECISION-MAKING PROCESSES. THE ANALYSIS DEPARTS FROM TRADITIONAL UTILITY AND PROBABILITY THEORY. IT SUGGESTS THAT DECISION VALUES ARE BETTER DESCRIBED AS PARTIALLY ORDERED SETS OF CONSTRAINING GOAL ATTRIBUTES, AND THAT DECISION UNCERTAINTY MAY BE ADEQUATELY REPRESENTED AS RANGES OF -LIKELY- VALUES OF EACH ALTERNATIVES UNCERTAIN GOAL ATTRIBUTES. THE RESULTING DECISION PROCESS MODEL IS FITTED TO THE PROTOCOLS OF SEVERAL POINTS IN TIME INTERVIEWS OF M.I.T. GRADUATE STUDENTS MAKING JOB DECISIONS. A SET OF KEY HYPOTHESIS IN THIS FITTED MODEL ARE THEN TESTED ON ANOTHER SAMPLE OF GRADUATE STUDENTS THE FOLLOWING YEAR. THE MODEL SUGGESTS HOW MANAGERS UNPROGRAMMED DECISION-MAKING MAY BE IMPROVED.

1018 NATLE, MARGARET
WORK STUDY PROGRAMS IN COLLEGES AND UNIVERSITIES.'
PERSONNEL JOURNAL VOL.46, NO.11, DEC. 1967, 5P.

COOPERATIVE EDUCATION, WHICH HAS PLACED THE STUDENT IN THE BUSINESS AND INDUSTRIAL WORLD, OFFERS HIM THE BEST WAY TO LEARN THEIR METHODS AND ACQUAINT WITH THEIR GOALS. BECAUSE THE MUNICIPAL AREA IS FRETTED WITH BUSINESS AND INDUSTRIAL ENTERPRISES, WITH PLENTIFUL WORK OPPORTUNITIES CLOSE TO STUDENTS HOMES IT OFFERS MANIFOLD OPPORTUNITIES FOR COOPERATION BETWEEN THE UNIVERSITY AND POTENTIAL EMPLOYERS AND IS INDUCIVE TO UNIVERSITIES ADOPTING THE COOPERATIVE WORK PROGRAM AS A BASIC CIRRICULA. A COOPERATIVE PROGRAM MAY BE EVEN MORE EASILY CREATED BECAUSE IT LACKS THE RIGIDITY OF CONVENTIONAL AND ACADEMIC CONVERSION.

1019 ANONYMOUS **
TWO AUTHORITIES PUT PSYCHOLOGICAL TESTING ON THE COUCH.'
BUSINESS MANAGEMENT VOL.33, NO.2, NOV. 1967, 7P.

THE NOTED PSYCHOLOGIST, ROBERT MC MURRAY CONTENDS, -AS LONG AS WE DO NOT DAMAGE EITHER CANDIDATE OR EMPLOYER, THERE IS PRACTICALLY NO LIMIT TO HOW FAR WE SHOULD BE PERMITTED TO INVADE A MANS PRIVACY.-

THIS VIEWPOINT WAS RESPONDED TO BY KING WHITNEY, PRESIDENT OF THE PERSONNEL LABORATORY, INC. NO TEST OR PSYCHOLOGIST CAN PREDICT WITH CERTAINTY WHETHER A CANDIDATE WILL BE SUCCESSFUL.

THESE TWO OPINIONS ARE DEALT WITH AS WELL AS DOZENS OF OTHERS REGARDING THE EFFECTIVENESS OF PSYCHOLOGICAL TESTS.

1020 MOGARR, C.J.
THE MATURE SUPERVISOR.'
SYSTEMS AND PROCEDURES JOURNAL VOL.18, NO.85, SEPT-OCT. 1967, 2P.
CHARACTERISTICS

THE GAUGE OF A SUCCESSFUL SUPERVISOR IS THE ABILITY TO GET WORK DONE THROUGH PEOPLE. THE AUTHOR ENUMERATES THE QUALITIES OF A MATURE SUPERVISOR- RESPONSIBLE, INDEPENDENT, AS OPPOSED TO A DEPENDENT ATTITUDE, A GIVING, RATHER THAN A RECEIVING ATTITUDE, LEAVING EGOTISM AND COMPETIVENESS BEHIND, BEING ABLE TO DISTINGUISH FACT FROM FANCY AND BEING FLEXIBLE AND ADAPTABLE TO THE CIRCUMSTANCES OF LIFE.

THE SOURCES OF PERSONAL PHILOSOPHY ARE ALSO DISCUSSED. THE BASES FOR ALL BEHAVIOR, EMOTIONAL AND CONTROLLED RESPONSES TO LIFE CONSTITUTE THE CONCLUDING REMARKS.

1021 MUNICH, J.
MANAGEMENT BY PROBLEM COMMUNICATION.'
SYSTEMS AND PROCEDURES JOURNAL VOL.18, NO.85, SEPT-OCT. 1967, 6P.

THE ARTICLE PRESENTS A DESCRIPTION OF THE TECHNIQUE OF MANAGEMENT BY PROBLEM COMMUNICATION TO MEET THE CHALLENGE OF COMMUNICATING AND HANDLING MANAGEMENT PROBLEMS EFFECTIVELY. IT IS A FORMAL, STANDARD SYSTEM INVOLVING MANAGEMENT PROBLEM REPORTS AND ANALYSIS AND MANAGEMENT PROBLEM NOTICES AND RESPONSES. IT IS BASED ON THE THEORY THAT IF A RECOGNIZED MANAGEMENT SYSTEM IS ESTABLISHED TO IDENTIFY, COMMUNICATE, AND RESPOND TO COMPANY PROBLEMS, THEY WILL BE RECOGNIZED EARLIER IN THE OPERATING CYCLE, TRANSMITTED TO MANAGEMENT IN A RAPID AND MORE UNDERSTANDABLE MANNER, GIVEN FASTER ATTENTION AND BETTER MANAGEMENT AND HAVE THE OVERALL EFFECT OF REDUCING OPERATING COSTS.

1022 COMPTON, E.D.
TOOLS FOR R+D EVALUATION.'
FINANCIAL EXECUTIVE VOL.36, NO.2, FEB. 1968, 9P.

WITH THE ACCELERATING RATES OF CHANGE IN TECHNOLOGY, THERE IS AN EVER INCREASING NEED TO SHARPEN MANAGEMENT ABILITIES TO JUDGE THE POTENTIAL VALUE OF THE R+D PROJECT. EACH PROJECT MUST BE REVIEWED PERIODICALLY TO MAKE CERTAIN THAT THE POTENTIAL VALUE TO THE COMPANY JUSTIFIES CONTINUATION. AT THE VICE OF SUCH REVIEW, THE COSTS ACCURED TO DATE, THE PROBABILITY OF SUCCESS, AND THE POTENTIAL VALUE MUST ALL BE CONSIDERED. THREE FUNDAMENTAL ASPECTS OF THE PROBLEM OF DEVELOPING NEW PRODUCTS MUST BE KEPT CONSTANTLY IN MIND- RISK, TARGET AND CONTROL. THE AUTHOR GIVES TWO TOOLS FOR R+D EVALUATION - ONE AIDS IN LONG-RANGE PLANNING WHICH DEMONSTARATES A MEANS OF ORGANIZING AND SUMMARIZING A SERIES OF R+D PROGRAMS, THE OTHER TOOL DEALS WITH THE MORE SPECIFIC FACTORS APPLIED TO A SINGLE PROJECT AT THREE STAGES OF DEVELOPMENT.

1023 WOLLASTON, J.D.
DETERMINING OPTIMUM POLICY THROUGH STATISTICAL ANALYSIS.'
SYSTEMS AND PROCEDURES JOURNAL VOL.18, NO.86, NOV-DEC. 1967, 3P.
HISTOGRAM GRAPHIC

THIS ARTICLE DEALS BRIEFLY WITH SOME BASIC ELEMENTS OF STATISTICAL ANALYSIS, NAMELY THE HISTOGRAM AND THE NORMAL DISTRIBUTION. A REVIEW OF THESE CONCEPTS IS PRESENTED AND AN EXAMPLE OF THEIR USE IN THE PROBLEM OF DETERMINING AN OPTIMUM POLICY FOR REGULATING THE NUMBER OF NEWSPAPERS DELIVERED TO NEWSPAPER DEALERS.

A DISTRIBUTION CURVE WAS DEVELOPED FOR AN AVERAGE DEALER, RELATIONSHIPS OF ORDERS, SELLOUTS, LOST SALES AND RETURNS CALCULATED, AND AN OPTIMUM POLICY BASED ON TOTAL COSTS OF RETURNS AND LOST SALES WAS DETERMINED WITH THE USE OF HISTOGRAMS AND GRAPHICAL ANALYSIS.

1024 CULBERTSON, JOHN
WHAT EVER HAPPENED TO SPACE SPIN-OFF.'
CALIFORNIA MANAGEMENT REVIEW VOL.10, SPRING 1968, 8P.
TECHNOLOGY UTILIZATION INNOVATION

THE NOTION THAT SPACE TECHNOLOGY COULD SPIN-OFF A HOST OF PROCESSES, PRODUCTS, AND MATERIAL WHICH WOULD HAVE A DRAMATIC IMPACT ON OUR INDUSTRIAL AND COMMERCIAL ECONOMY IS NOW DISTINCTLY UNFASHIONABLE. SPIN-OFF HAS NOT OCCURRED BECAUSE MUCH NASA TECHNOLOGY DOES NOT PROMISE EARTHLY APPLICATION, AND GOVERNMENT-DEVELOPED AND PATENTED INNOVATIONS ARE NOT ATTRACTIVE FOR COMMERCIAL EXPLOITATION.

THE TECHNOLOGY UTILIZATION DIVISION OF NASA CAN BE RELIED ON TO MAKE FURTHER EFFORTS TOWARD THE IMPROVEMENT OF INNOVATION PROCESSING, BUT THE MOST PROMISING AREA FOR IMPROVEMENT RESTS WITH CORPORATE MANAGEMENT.

1025 WILLIAMSON, OLIVER E. SARGENT, THOMAS J.
SOCIAL CHOICE- A PROBABILITY APPROACH.'
THE ECONOMIC JOURNAL VOL.77, NO.308, DEC. 1967, 17P.

SOCIAL CHOICE LITERATURE HAS BEEN EXEMPTED TO INVESTIGATE CONDITIONS OTHER THAN SINGLE-PEAKEDNESS THAT ARE SUFFICIENT TO ASSURE TRANSITIVITY IN THE SOCIAL ORDERING, AND ALONG PROBABILISTIC LINES. IT IS THE CONTENTION OF THIS PAPER THAT THE POSSIBILITY THEOREMS ARE IN REALITY MUCH MORE RESTRICTIVE THAN MAY AS FIRST BE APPARENT, WHILE THE PROBABILISTIC STUDIES HAVE FAILED TO EXPRESS THE PROBLEM IN THE MOST USEFULL OR RELEVANT TERMS.

THE ANALYSIS MAKES NO REQUIREMENTS THAT CERTAIN PREFERENCE PROFILES BE DISALLOWED ALTOGETHER, OR THAT THE NUMBER OF VOTERS BE ODD OR EVEN, BUT IS RESTRICTED TO CONDITIONS IN WHICH THE NUMBER OF VOTERS IS LARGE. THE ANALYSIS INCLUDES TRANSITIVITY UNDER EQUI-PROBABILITY CONDITIONS, TRANSITIVITY WITH EPSILON PREFERENCE, AND UNIMODALITY. ALSO INCLUDED IS AN APPENDIX WHICH CONTAINS SOME MONTE-CARLO RESULTS WHERE THE POLLSTER DRAWS A SINGLE SAMPLE AND MAKES PAIRWISE COMPARISONS.

1026 NOLL, VERNE H. GOWULIE, DAVIE
EXAMINATION DEVELOPMENTS IN WISCONSIN.'
PUBLIC PERSONNEL REVIEW VOL.29, NO.1, JAN. 1968, 2P.
TEST.

WISCONSIN IS UTILIZING AN EXAMINATION DEVELOPMENT SYSTEM WHICH RESULTS IN BETTER EXAMINATIONS PRODUCED MORE EFFICIENTLY. THE SYSTEM PROVIDES CENTRAL ITEM LOCATION AND ANALYSIS, ALLOWS FLEXIBILITY IN SELECTING ITEMS, DEMANDS LESS PROFESSIONAL STAFF TIME, AND MINIMIZES TYPING AND PROOF-READING.

THE PROCEDURE IS BASED ON THE USE OF AN ELECTRA-MAGNETIC FILE WHICH MECHANIZES THE TEST ITEMS FOR EASY LOCATION, AND ON THE USE OF A COPYING MACHINE WHICH MAKES OFFSET MASTERS FOR REPRODUCING EXAMINATIONS. EACH TEST ITEM CAN BE CATEGORIZED BY A CODE.

1027 GRANT, C.B.S.
DIGITEK 100, OPTICAL SCANNING FORM, GIVE LEGISLATORS EDUCATIONAL DATA BASE.'
DATA PROCESSING VOL.9, NOV. 1967, 2P.

CALIFORNIAS FIRST EDUCATIONAL DATA-BANK ON ITS INSTRUCTIONAL STAFF PROVIDES THE MOST ACCURATE AND UP-TO-DATE TEACHER INFORMATION EVER MADE AVAILABLE TO LEGISLATION FOR EDUCATIONAL DECISION-MAKING.

THE ESTABLISHMENT OF A UNIFORM SUBJECT-AREA CODING SYSTEM AND THE USE OF SOCIAL-SECURITY NUMBERS AS A UNIVERSAL IDENTIFICATION SYSTEM MADE THE SURVEY POSSIBLE.

OPTICAL SCANNING TECHNIQUES WERE USED TO PUT THE INFORMATION ON MAGNETIC TAPES FOR FUTURE ANALYSIS BY ANY RESPONSIBLE ORGANIZATION.

1028 JEAN, W.H.
OPERATIONS RESEARCH FOR THE ACCOUNTANT.'
MANAGEMENT ACCOUNTING VOL.59, NO.6, FEB. 1968, 5P.

SINCE OPERATIONS RESEARCH IS A SYSTEMATIC APPROACH TO DETERMINING THE OPTIMUM METHODS OF OPERATIONS OF VARIOUS SPECIFIC ACTIVITIES, OPERATIONS RESEARCH TECHNIQUES CAN BE USED TO DESIGN INFORMATION-ACCOUNTING SYSTEMS AS WELL AS AID IN MANAGING TANGIBLES. OPERATIONS RESEARCH APPROACHES PROBLEM SOLVING WITH THE USE OF ARITHEMATICAL AND STATISTICAL TOOLS WHICH MAKES THE APPROACH LOOK DIFFERENT. THE STEPS INVOLVED ARE -1. RECOGNITION OF THE EXISTENCE OF A PROBLEM, 2. DETERMINATION OF THE GOAL, 3. SELECTION OF THE DECISION VARIABLES, 4. CONSTRUCTION OF A MATHEMATICAL MODEL TO DESCRIBE THE ACTIVITY, 5. SOLUTION OF THE MODEL AND 6. TRANSLATION OF THE SOLUTION INTO PROCEDURES OF THE FIRM. THIS PROCEDURE IS ILLUSTRATED BY LOOKING AT THE SOLUTION OF AN ACCOUNTING SYSTEM RELATING PROBLEM DESIGNING A PRICE VERIFICATION PROCEDURE FOR ORDER PROCESSING.

1029 BANGEL, A.B.
HUMAN RELATIONS AND THE MANAGEMENT ANALYST.'
SYSTEMS AND PROCEDURES JOURNAL VOL.18, NO.86, DEC. 1967, 3P.

THE AUTHOR EXAMINES THE ROLE OF THE BEHAVIORAL SCIENCES

IN SYSTEMS ANALYSIS AND DISCUSSES THE APPLICATION OF BEHAVIORAL PRINCIPLES TO THE INDIVIDUAL EMPLOYEE AND THIS RELATIONSHIP TO THE SYSTEM. IN DEVELOPING AND MAINTAINING EFFECTIVE AND ECONOMICAL PROCEDURES, THE ANALYST SHOULD INCLUDE IN HIS OWN OBJECTIVES SUCH HUMAN FACTORS AS UPGRADING INDIVIDUALS EFFECTIVENESS, RAISING MORALE, DEVELOPING A SENSE OF TEAMWORK AMONG THE VARIOUS ORGANIZATIONAL ELEMENTS AND OPENING THE PATHS TO CHANGE.

TO USE THE NEW TOOLS PROVIDED BY THE BEHAVIORAL DISCIPLINES, THERE MUST BE AN APPLICATION OF ADMINISTRATIVE POLICIES THAT FOSTERS A CLIMATE FOR EMPLOYEE MATURITY AND GROWTH. THE ANALYST SHOULD RECOGNIZE AND ACCEPT THE RESPONSIBILITY OF HIS ACTIONS AS THEY AFFECT ORGANIZATIONAL RELATIONSHIPS AND THE INDIVIDUALS INVOLVED.

1030 FRANKE, RICHARD D.
COMPUTERIZED LIBRARY CATALOG.'
DATAMATION VOL.14, NO.2, FEB. 1968, 5P.

THE NAVAL DEPT. FOUND IT NECESSARY TO COMPRISE A SYSTEM THAT WOULD PREVENT ITS RESEARCHERS IN DIFFERENT AREAS FROM DUPLICATING THEIR WORK, AS WELL AS TO KEEP ALL MEMBERS INFORMED OF PROGRESS AND DISCOVERIES WHICH ARE BEING DEVELOPED.

AS A MISSILE STATION DEVELOPED A MECHNIZED CATALOG PRODUCTION SYSTEM FOR ALL INFORMATION ITEMS, REGARDLESS OF FORMAT AT A SINGLE LOCATION, INDEXED BY IBM 705 COMPUTER PROCESSING FOUR CROSS-REFERENCE CATALOGS IN BOOK FORM. A STATISTICAL INVENTORY IS MAINTAINED AUTOMATICALLY. PHYSICAL RETRIEVAL TIME FOR MASSES OF RELATED DATA HAS BEEN CUT TO A SMALL FRACTION OF THAT REQUIRED BY TRADITIONAL LIBRARY METHODS.

1031 FERGASON, GUY
THE SUPERVISOR- YOUR KEY EMPLOYEE.'
BESTS INSURANCE NEWS VOL.68, NO.9, JAN. 1968, 2P.

A SUPERVISOR MAY BE THROUGHLY FAMILIAR WITH THE TECHNICAL DETAILS OF HIS OPERATION AND STILL NOT BE AN EFFECTIVE ADMINISTOR BECAUSE HE LACKS THE DESIRE OR ABILITY TO ESTABLISH SOUND PERSONAL RELATIONSHIPS WITH HIS SUBORDINATES.

POOR SUPERVISION CAUSED BY A LACK OF PERSONAL INTEREST IN EMPLOYEES IS ONE OF THE PRINCIPAL REASONS LABOR UNIONS GET A FOOTHOLD IN INDUSTRIES. THIS CAN HAPPEN IN THE INSURANCE INDUSTRY.

PROPERLY-TRAINED SUPERVISORS WILL LISTEN TO EMPLOYEE GRIEVANCES AND PREVENT SMALL ANNOYANCES FROM MUSHROOMING INTO THE MAJOR ISSUES THAT PROVIDE FERTILE FIELDS OF OPERATION FOR UNIONS.

1032 LINDEN, FABIAN
THE FAMILY BUDGET.'
THE CONFERENCE BOARD RECORD VOL.5, FEB. 1968, 3P.

THE BUREAU OF LABOR STATISTICS LATEST REVISION OF ITS CITY WORKERS BUDGET INDICATES IT COSTS CLOSE TO $9,500 FOR AN URBAN FAMILY OF FOUR TO MAINTAIN AN ADEQUATE STANDARD OF LIVING. GEOGRAPHICAL DIFFERENCES ARE EVIDENT BASED ON VARYING PRICES AND CONSUMER NEEDS.

THE FAMILY BUDGET DOLLAR IS DIVIDED ACCORDING TO PERCENTAGE ALLOCATIONS. CHANGES IN HOUSING, TRANSPORTATION AND FOOD PREFERENCES HAVE SHIFTED THE BUDGET EMPHASIS COMPARED WITH PAST YEARS.

1033 TAEUBER, C. HOSTELLER, F. WEBBINK, P.
S.S.R.C. COMMITTEE ON STATISTICAL TRAINING.'
THE AMERICAN STATISTICIAN VOL.21, NO.5, DEC. 1967, 2P.

THIS ARTICLE IS A REPORT ON THE CONFERENCE HELD BY THE SOCIAL SCIENCE RESEARCH COUNCIL TO EXPLORE PROBLEMS OF STATISTICAL TRAINING, ESPECIALLY OF STATISTICIANS TO SERVE LOCAL, STATE AND FEDERAL GOVERNMENT. THE CONFERENCE WAS PROPOSED BECAUSE THE GROWING NEED FOR STASTICAL DATA HAS NOT BEEN MATCHED BY A CORRESPONDING INCREASE OF PERSONNEL TRAINED IN DATA COLLECTION AND PROCESSING, PREPARATION OF DESCRIPTIVE SUMMARIES AND ORGANIZATION OF THE FACTS USED IN MUCH SOCIAL RESEARCH AND IN MUNICIPAL, STATE, AND NATIONAL POLICY-MAKING.

CURRENT STATISTICAL TRAINING METHODS, RECRUITMENT POLICIES, THE TYPE OF FUTURE TRAINING NEEDED AND THE INSTITUTIONS REQUIRED FOR SUCH TRAINING, AND RELATIONS OF STATISTICAL AGENCIES AND UNIVERSITIES WERE SOME OF THE PROBLEM AREAS DISCUSSED.

1034 BARRETT, RICHARD S.
GRAY AREAS IN BLACK AND WHITE TESTING.'
HARVARD BUSINESS REVIEW VOL.46, JAN. 1968, 4P.
NEGRO

NEGRO JOB APPLICANTS GENERALLY SCORE LOWER THAN WHITES IN TESTS, A FACT THAT OFTEN FRUSTATES ATTEMPTS BY BUSINESSES TO ABIDE BY THEIR PLEDGES AS EQUAL OPPORTUNITY EMPLOYERS AND AT THE SAME TIME MAINTAIN SKILLED WORK FORCES. THIS PROBLEM IS EXAMINED, WITH THE CONCLUSION THAT AN EMPLOYERS BEST REMEDY LIES IN A REEVALUATION OF HIS ENTIRE RECRUITING PROGRAM. EMPHASIS IS ON METHODS OF UPGRADING THE QUALITY OF MINORITY APPLICANTS. **CANNOT BE REPRINTED.

1035 OLKEN, HYMAN
SPIN-OFFS II.'
CALIFORNIA MANAGEMENT REVIEW VOL.10, WINTER 1967, 8P.
DISSEMINATION INNOVATION

A NUMBER OF FACTORS PREVENT THE REALIZATION OF THE FULL POTENTIAL OF GOVERNMENT-CREATED TECHNOLOGICAL ADVANCES OR SPIN-OFFS, IN PROMOTING THE GROWTH OF THE NATIONS INDUSTRY. THE FIRST IS A DISSEMINATION TECHNIQUES PROBLEM. MERELY EXPOSING THE TECHNICAL ADVANCE TO THE FIRM IS NOT EFFECTIVE. THE BENEFIT TO BE DERIVED FROM THE SPIN-OFF MUST BE SOLD.

ANOTHER LIMITING FACTOR IS THE WIDELY HELD MISCONCEPTION OF THE TECHNOLOGICAL GROWTH PROCESS. GROWTH CAN COME FROM ESTABLISHED INDUSTRY, NOT JUST FROM NEW EXOTIC INDUSTRIES.

A CRITICAL SHORTAGE OF PERSONNEL PRESENTS THE THIRD FACTOR. SPIN-OFFS SET THE PATTERN FOR THE TECHNOLOGY OF THE FUTURE. FIRMS MUST BE PREPARED TO PARTICIPATE.

1036 MEDLIN, JOHN
NEW DUPLICATORS, MORE AUTOMATED, CLEANER OPERATION.'
ADMINISTRATIVE MANAGEMENT VOL.29, NO.1, JAN. 1968, 8P.

THIS ARTICLE REPORTS ON THE USE OF DUPLICATING MACHINES. THIS MACHINE HAS ALWAYS BEEN PRESENT IN LARGE OFFICES, BUT NOW MANY ARE ALSO FINDING THEIR WAY INTO SMALLER OFFICES.

THERE IS A GREAT RISE OF IN-OFFICE PRINTING MACHINES. SEVENTY-EIGHT PERCENT OF SURVEYED MANAGERS REPORTED HAVING USE OF THIS TYPE OF MACHINE. THEY OFFERED NUMEROUS REASONS FOR NEEDING AN ON-PREMISE PRINTING INSTALLATION. THESE INCLUDED, SPEED, ECONOMY AND FLEXIBILITY.

A DESCRIPTION IS OFFERED OF THE MECHANICS OF OPERATING OFFSET, STENCIL, AND COPIER DUPLICATOR MACHINES. BRANDS ARE IDENTIFIED AND PRICES QUOTED.

1037 LARDAS, NICHOLAS P.
EQUIPMENT FOR YOUR COMPANY LIBRARY.'
ADMINISTRATIVE MANAGEMENT VOL.29, NO.1, JAN. 1968, 2P.
FIXTURES SHELVES FURNITURE INDEXES BOOKS

A SURVEY CONDUCTED BY THE NATIONAL INDUSTRIAL CONFERENCE BOARD REVEALED THAT 44 PERCENT OF THEM HAD COMPANY LIBRARIES. ALL INDICATIONS INDICATE THAT MANY MORE COMPANIES WILL BE ADDING LIBRARIES. THIS ARTICLE OFFERS SUGGESTIONS OF CHOSING FIXTURES. ADVICE IS OFFERED REGARDING SHELVES, FURNITURE AND INDEXES. IT IS RECOMMENDED THAT A PROFESSIONAL LIBRARIAN BE HIRED TO AID IN SELECTION OF BOOKS AND PAMPHLETS.

1038 DAVIS, K.
IN THE SPOTLIGHT- THE SUPPORTIVE MANAGER.'
ARIZONA BUSINESS BULLETIN VOL.14, NO.10, DEC. 1967, 5P.
AUTOCRATIC AUTHORITY MOTIVATION LEADERSHIP

THE ROLE OF THE SUPPORTIVE MANAGER- ONE WHO PROVIDES FULL PSYCHOLOGICAL AND ORGANIZATIONAL SUPPORT FOR HIS EMPLOYEES IN THE PERFORMANCE OF THEIR DUTIES- AND A COMPARISON WITH THE TRADITIONAL APPROACH OF AUTOCRATIC MANAGEMENT ARE DISCUSSED. WHILE THE AUTOCRATIC MANAGER DEPENDS ON POWER, INVOICES ABSOLUTE AUTHORITY, INSTILLS NEGATIVE MOTIVATION AND DEMANDS STRICT OBEDIENCE, THE SUPPORTIVE MANAGER DEPENDS ON LEADERSHIP, GIVES SUPPORT TO HIS EMPLOYEES, INSTILLS MOTIVATION AND LOOKS TO PERFORMANCE RATHER THAN BLIND OBEDIENCE IN THE EMPLOYEE.

THE INSTALLATION OF A SUPPORTIVE MANAGEMENT SYSTEM AND THE CHANGES NECESSARY IN THE ORGANIZATIONAL FRAMEWORK ARE DISCUSSED AS WELL AS THE FACT THAT AUTOCRATIC MANAGEMENT IS BECOMING LESS EFFECTIVE WITH A LARGE PART OF THE LABOR FORCE.

1039 GADDIS, PAUL O.
THE COMPUTER AND THE MANAGEMENT OF CORPORATE RESOURCES.'
INDUSTRIAL MANAGEMENT REVIEW FALL 1967, 14P.
SYSTEMS-APPROACH INFORMATION-SYSTEM DATA-PROCESSING

WHILE MANY AUTHORS HAVE RECOGNIZED THE IMPORTANCE OF A SYSTEMS APPROACH TO MANAGEMENT INFORMATION AND THE ADVANTAGE OF ELECTRONIC PROCESSING, FEW PRACTICAL EXAMPLES OF SUCH SYSTEMS HAVE BEEN PRESENTED.

IN THIS ARTICLE, THE AUTHOR DESCRIBES IN DETAIL THE CORPORATE INFORMATION-SYSTEM AT WESTINGHOUSE AND EXPLAINS THE SYSTEMS MANAGEMENT APPROACH AS USED BY THE COMPANY. THE DIRECTION FOR FURTHER DEVELOPMENT OF THE DATA-PROCESSING CAPABILITY ALSO IS CONSIDERED. THIS ALLOWS AN INSIGHT INTO A SOPHISTICATED CORPORATE INFORMATION SYSTEM THAT IS IN ACTUAL USE.

1040 ANONYMOUS **
UNEMPLOYMENT IN 15 METROPOLITAN AREAS.
MONTHLY LABOR REVIEW VOL.91, NO.1, JAN. 1968, 2P.
JOBLESS NONWHITE

A THIRD OF THE NATIONS JOBLESS WORKERS AND AN EVEN HIGHER PROPORTION OF ALL UNEMPLOYED NONWHITES LIVE IN THE 15 LARGEST METROPOLITAN AREAS. ON THE FIRST 9 MONTHS OF 1967, THESE 15 AREAS ACCOUNTED FOR 31 PERCENT OF TOTAL U.S. UNEMPLOYMENT AND NEARLY 40 PERCENT OF THE NONWHITE JOBLESS TOTAL, PROPORTIONS ABOUT EQUAL TO THESE AREAS SHARE OF THE POPULATION.

THIS STUDY WAS DONE BY BLS IN LIGHT OF THE GROWING CONCERN OVER URBAN PROBLEMS. IT PROVIDES NEW INFORMATION ON THE JOB SITUATION IN LOCAL AREAS, PARTICULARLY FOR NONWHITE WORKERS. THE FIRST PHASE OF THE STUDY COVERS 15 LARGEST STANDARD METROPOLITAN STATISTICAL AREAS, WHERE 950,000 WERE UNEMPLOYED, AND THE CENTRAL CITIES.

1041 ANONYMOUS **
WIVES- THE BIG MOTIVATORS IN INCENTIVE TRAVEL PROGRAMS.'
SALES MANAGEMENT VOL.100, NO.2, JAN. 1968, 2P.

IF A WIFE IS TOLD SHE CAN GO ON A GLAMOROUS TRIP IF HER HUSBAND WORKS HARD, YOU HAVE A MOTIVATED SALESMEN. COMPANIES EXPERIENCED WITH INCENTIVE PROGRAMS KNOW THAT WIFE-MOTIVATION WORKS.

THERE IS A BASIC FORMULA FOR INCLUSION OF WIVES IN INCENTIVE TRIP PROGRAMS. TWO QUOTAS ARE SET, IF THE FIRST ONE IS REACHED, THE HUSBAND GOES, IF THE SECOND IS MET, THE WIFE JOINS HIM.

MOST COMPANIES GET THE WIFE INTO THE ACT EARLY. USUALLY KICKOFF MEETINGS ARE A COMBINATION OF COCKTAIL HOUR AND DINNER WITH TRIP INFORMATION. IT IS SURPRISING HOW MANY COMPANIES MAKE THE MISTAKE OF MAKING THIS MEETING ON A MEN-ONLY BASIS.

1042 RILEY, JOHN W.
OLD AGE IN AMERICAN SOCIETY, NOTES ON HEALTH, RETIREMENT, AND THE ANTICIPATION OF DEATH.'
JOURNAL OF THE AMERICAN SOCIETY OF CHARTERED LIFE UNDERWRITERS. VOL.22, NO.2, JAN. 1968

OF THE MANY SOCIAL IMPLICATIONS OF THE DEMOGRAPHIC

REVOLUTION, THREE INTERRELATED PROBLEMS ARE OF INTEREST TO THE BUSINESS OF LIFE-INSURANCE- THE ILL HEALTH OF OLDER PEOPLE, THE DILEMMAS OF RETIREMENT, AND THE MEANING OF DEATH. THIS ARTICLE SUBJECTS THESE PROBLEMS TO A SOCIOLOGICAL ANALYSIS. IT IS ARGUED THAT ILL HEALTH IS A SOCIALLY DEFINED ROLE, THAT THERE ARE FEW PRESCRIPTIONS FOR RETIREMENT, AND THAT DEATH TENDS TO BE A TABOO TOPIC. CHANGES ARE TO BE EXPECTED IN EACH OF THESE AREAS, AND THE FACTOR OF EDUCATION IS SINGLED OUT AS OF SPECIAL IMPORTANCE. AS OUR SOCIETY BECOMES PROGRESSIVELY UPGRADED, IT MAY WELL BE THAT OLDER PEOPLE WILL COME TO ENJOY BETTER HEALTH, TO BE MORE ACTIVE IN RETIREMENT, AND TO TAKE A LESS NEGATIVE VIEW OF DEATH.

1043 BUCHBINDER, NORMAN M.
HOW MANAGEMENT CAN SOLVE THE DOORMAN SHORTAGE.'
JOURNAL OF PROPERTY MANAGEMENT VOL.33, NO.2, MARCH-APRRIL 1968, 2P.

MR. BUCHBINDER DESCRIBES THE PROCEDURES INITIATED BY ONE MANAGEMENT FIRM TO RECRUIT AND TRAIN NEEDED CAPABLE DOORMAN FOR HIGHRISE APARTMENT BUILDINGS. THROUGH A PROGRAM OF ON-THE-JOB TRAINING AND CAREFUL SUPERVISION, THE DOORMAN LEARNS TO GUARD THE TENANTS SAFETY AND ACT RESPONSIBLY IN TIMES OF OTHER EMERGENCIES, WHICH IN TURN ENHANCES THE BUILDING AND ITS MANAGEMENT.

1044 PAULUS, P.E.
IMPROVED INCENTIVE PLAN FOR SUPERVISORS.'
FINANCIAL EXECUTIVE VOL.36, NO.3, MARCH 1968, 4P.
PROFIT-SHARING PERFORMANCE STANDARDS

CUSTOMARILY, INCENTIVE PLANS FOR SUPERVISORS ARE GROUP BONUS OR PROFIT SHARING PLANS WHICH REWARD ALL PARTIES NEARLY EQUALLY, DESPITE DIFFERENCES IN INDIVIDUAL PERFORMANCE. ONE COMPANY DISCARDED SUCH A BONUS PLAN BECAUSE IT CONTINUED NUMEROUS FLOWS AND WAS FOUND TO BE INEFFECTIVE AND INEQUITABLE. AN IMPROVED PLAN WAS INTRODUCED WHICH GAVE RECOGNITION ONLY TO PERFORMANCE WHICH IS SUPERIOR WHEN MEASURED AGAINST STANDARDS ESTABLISHED TO SATISFY SPECIFIC OBJECTIVES OF MANAGEMENT. THIS ARTICLE DESCRIBES HOW THIS PLAN WAS CONCEIVED, DEVELOPED AND IMPLEMENTED. THE MOST IMPORTANT CONTRIBUTION OF THE PLAN IS ITS EFFORT ON SUPERVISORY MORALE AND ATTITUDES. SUPERVISORS AT THE MARGINAL MANAGERIAL LEVEL SEE THEMSELVES AS MEMBERS OF THE MANAGEMENT TEAM FOR THE FIRST TIME. THROUGH SUPERVISORY INCENTIVE PLANS BASED ON MEASURED PERFORMANCE ARE NOT NEW, THEY ARE SUFFICIENTLY RARE TO WARRANT AN INTENSIVE EXAMINATION.

1045 SAUNDERS, ROBERT W.
POLICIES TOWARD EDUCATIONAL LEAVE AND COURSE SUBSIDIZATION.'
PUBLIC PERSONNEL REVIEW VOL.29, NO.1, JAN. 1968, 6P.

A CANADIAN STUDY TABULATES BOTH CANADIAN AND AMERICAN PRACTICES TOWARD EDUCATIONAL LEAVE AND COURSE SUBSIDIZATION AS THEY DIFFER FROM ONE JURIDICTION TO ANOTHER.

OVER ONE-HALF OF THE COOPERATIVES DISPENSE WITH LENGTH OF SERVICE REQUIREMENTS AS A PREREQUISITE OF LEAVE OF ABSENCE, OR HAVE NO POLICY OR PRACTICE. THE MOST COMMON PRACTICE OF AMERICAN STATES, COUNTRIES AND CITIES IS TO HAVE NO LIMIT ON THE LENGTH OF ATTENDANCE AT SHORT COURSES. FOUR CANADIAN PROVINCES HAVE NO LIMIT. THE MOST COMMON FORMAL PRACTICE OF ALL JURISDICTION IS TIME-OFF AND USE OF THE EMPLOYEES TIME. FINAL AUTHORITY FOR EDUCATIONAL LEAVES OF ABSENCE RESTS MAINLY WITH THE DEPARTMENT HEAD IN STATE JURISDICTION OR WITH THE CIVIL SERVICE COMMISSION.

1046 HUGHES, EVERETT C.
PRESERVING INDIVIDUALISM ON THE R+D TEAM.'
HARVARD BUSINESS REVIEW VOL.46, FEB. 1968, 11P.
TEAMWORK PARTICIPATIVE MANAGEMENT RESEARCH

TEAMWORK NEED NOT BE SACRIFICED IN ORDER TO GIVE SCIENTISTS AND ENGINEERS FREEDOM TO DEVELOP PROFESSIONAL COMPETENCE. THE PARTICIPATIVE-CONSULTIVE ORGANIZATION CHART AND THE TASK FORCE ARE ORGANIZATIONAL DEVICES WHICH PRODUCE A BLENDING OF INDIVIDUALITY AND TEAMWORK.

THE MINI-SYSTEM TECHNIQUE IS A NEW ORGANIZATIONAL TOOL WHICH CAN BRIDGE SOME OF THE PROBLEMS OF LINE AUTHORITY AND INTERGROUP COORDINATION. THIS APPROACH IS A MEANS OF ACHIEVING TEAMWORK UNDER PARTICIPATIVE MANAGEMENT. **CANNOT BE REPRINTED.*

1047 BROWN, WARREN B.
THE ORGANIZATION AND SOCIO-TECHNICAL CONTROLS.'
BUSINESS TOPICS VOL.16, NO.1, JAN. 1968, 7P.
SOCIAL

CONCERN FOR CONTROL OVER THE GOAL-DIRECTED ACTIVITIES OF ORGANIZATIONS HAS A LONG HISTORY. IT IS RELATIVELY NEW, HOWEVER, THAT ORGANIZATIONAL CONTROL SYSTEMS HAVE REFLECTED AN AWARENESS OF TWO DIFFERING ASPECTS OF CONTROLS, THE TECHNICAL ORGANIZATIONAL CONTROLS EXEMPLIFIED BY ACCOUNTING AND PRODUCTION STANDARDS AND THE CONTROLS OVER HUMAN SOCIAL FACTORS.

THIS PAPER EXAMINES SOME OF THE SALIENT CHARACTERISTICS OF TECHNICAL AND SOCIAL CONTROLS, STUDIES THEIR INTERACTION AND SOME OF THE PROBLEMS OF INTEGRATING THESE TWO ASPECTS, AND THEN PUTS THE CONTROL OF SOCIO-TECHNICAL SYSTEMS IN PERSPECTIVE BY EXAMINING THEM IN THE LIGHT OF THE DEMANDS AND CONSTRAINTS OF THE LARGER ORGANIZATIONS.

1048 WALTERS, C. GLENN GRINN, BRUCE
APPRAISING RETAILERS USE OF THE POLYGRAPH.'
JOURNAL OF RETAILING VOL.43, JAN. 1968, 12P.
LIE

THE POLYGRAPH IS A RECORDING INSTRUMENT WHICH MONITORS REACTIONS OF THE AUTOMATIC NERVOUS SYSTEM. THE POLYGRAPH TESTS ARE BASED ON THE PREMISE THAT MOST PEOPLE FEAR BEING CAUGHT IN A LIE, AND THAT THIS FEAR CAN BE RECORDED.

RETAILERS ARE TURNING TO THE USE OF POLYGRAPHS FOR PRE-EMPLOYMENT SCREENING, PERIODIC EMPLOYEE TESTING AND SPECIFIC LOSS INVESTIGATION. BENEFITS ARE EVIDENT BUT QUESTIONS OF MANAGEMENT PROBLEMS AND LEGAL CONSIDERATIONS ACCOMPANY THE POLYGRAPH.

SELF INCRIMINATION, INVASION OF PRIVACY AND ETHICAL CONSIDERATIONS MUST BE RECOGNIZED AS PROBLEMS CONNECTED WITH POLYGRAPH USE. IF RETAIL MANAGEMENT CHOOSES THE POLYGRAPH AS A TOOL, THE SUGGESTED GUIDELINES FOR USE ARE HELPFUL FOR SUCCESSFUL OPERATION.

1049 FRANCIS, R.G.
A PROPOSAL FOR A NEW MEASURE OF ATTITUDINAL OPPOSITION
PUBLIC OPINION QUARTERLY VOL.31, NO.3, FALL 1967, 7P.
PUBLIC-OPINION

THIS PAPER IS IN RESPONSE TO AN ARTICLE THAT PROPOSED A MEASURE, K, THAT TAKES INTO ACCOUNT TWO DIMENSIONS OF A PUBLIC OPINION FIELD, THE INTENSITY OF THE DIFFERENCES HELD AND THEIR EXTENSITY. IT CHALLENGES THE USE MADE OF THE TERMS INTENSITY AND EXTENSITY. THE AUTHOR HERE FINDS THAT THE ARTICLE MEASURED EXTENSITY AS SIMPLY A SPECIAL CASE OF VARIANCE WHICH SUGGESTS THAT A MORE APPROPRIATE MEASURE OF THEIR ORIGINAL INTENT WOULD INCORPORATE VARIANCE IN ITS SPECIFICATION. IT APPEARED THAT THE MEAN COULD BE TAKEN AS A POSSIBLE MEASURE OF INTENSITY SINCE IT HAD THE PROPERTY OF RANGING FROM 0 TO 1 BUT HAD THE ADDITIONAL PROPERTY OF BEING INTIMATELY CONNECTED WITH VARIANCE.

1050 TAYLOR, B.T.
MEDICARE- THE RECORD AND CONSEQUENCES.'
ARIZONA BUSINESS BULLETIN VOL.14, NO.10, DEC. 1967, 8P.
HOSPITAL PHYSICIANS

TWO ASPECTS OF MEDICARE- THE IMPACT OF THE PROGRAM ON HOSPITAL UTILIZATION AND PHYSICIANS SERVICES- ARE EXAMINED. IN ADDITION, PREDICITONS ARE OFFERED REGARDING THE POSSIBLE NATIONAL AND LOCAL IMPACT MEDICARE IS LIKELY TO HAVE ON MEDICAL SERVICES IN THE FUTURE.

BY CITING STATISTICS, THE AUTHOR STATES THAT MEDICARE HAS NOT HAD A DEBILITATING EFFECT ON HOSPITAL UTILIZATION AND PRACTICES AND THAT THE PREDICTED NEGATIVE ECONOMIC EFFECTS OF NATIONAL HEALTH STANDARDS HAVE NOT GENERALLY MATERIALIZED. THE GREATEST IMPACT OF MEDICARE TO DATE IS TO DRAW PUBLIC ATTENTION TO THE INEFFICIENCES PREVAILING IN THE MEDICAL INDUSTRY AND THE AUTHOR CONCLUDES THAT THE FINAL RESULT SHOULD BE A HIGHER QUALITY OF MEDICAL ATTENTION.

1051 BREEN, J.J.
THE STAFF ASSISTANT.'
CARROLL BUSINESS BULLETIN VOL.9, NO.5, SPRING 1967, 4P.
ROLES

THE AUTHOR DISCUSSES THE EFFECTIVE USE OF STAFF ASSISTANTS, ALTERNATIVE ROLES POSSIBLE FOR THEM AND VARIOUS OBJECTIVES THAT CAN BE ACHIEVED BY THEIR USE. THE STAFF ASSISTANT MAY ACT AS AN ADVISOR TO AN EXECUTIVE OR CARRY ON AN ACTIVITY THAT SUGGESTS LINE ACTIVITIES. THEY ARE USED TO PROVIDE SPECIALIZED ASSISTANCE OR TO ENABLE BOTH THE CENTRALIZATION OR DECENTRALIZATION OF RESPONSIBILITY.

AN AWARENESS OF POSSIBLE ROLES AND USE OBJECTIVE OF STAFF ASSISTANTS ENABLES A MANAGER TO IMPROVE THE FULFILLMENT OF HIS ROLE.

1052 CONWAY, BENJAMIN
THE INFORMATION SYSTEM AUDIT.'
MANAGEMENT REVIEW VOL.57, NO.3, MARCH 1968, 12P.
MANAGEMENT EVALUATION

TO AVOID MANY PROBLEMS WHICH ARISE WHEN MANAGEMENT INSTALLS A COMPUTERIZED MANAGEMENT INFORMATION-SYSTEM, AN AUDIT TEAM SHOULD BE FORMED.

THE OBJECTIVES OF THE AUDIT SHOULD BE FULLY DEFINED AT FOUR MAJOR STAGES IN THE DEVELOPMENT OF THE INFORMATION. IN THE PLANNING STAGE, THE AUDIT IS MORE CONCERNED WITH BUSINESS IMPLICATIONS OF THE SYSTEM, THE ECONOMICS OF THE SYSTEM AND THE CONTROLS PROPOSED OVER ITS DEVELOPMENT. DURING THE DEVELOPMENT STAGE, THE AUDIT IS MOST CONCERNED WITH THE TECHNICAL ASPECTS OF THE PROGRAM, DURING IMPLEMENTATION, WITH THE ADEQUACY OF THE CONVERSION PROCEDURES, AND IN THE POST-INSTALLATION PHASE WITH THE OVERALL EVALUATION OF THE SYSTEM FROM OPERATIONAL EFFICIENCY AND ECONOMIC VIEWPOINT.

1053 OTTE, FRED M.
WHAT IS SYSTEMS PROGRAMMING.'
DATAMATION VOL.14, NO.2, FEB. 1968, 2P.
COMPUTER TERMINOLOGY RETRIEVAL LIBRARY

THIS ARTICLE IS AIMED AT GIVING THE READER A BASIC UNDERSTANDING OF SYSTEMS PROGRAMMING. FOR PURPOSES OF SIMPLIFICATION AN ANALOGY IS DRAWN BETWEEN COMPUTER SYSTEMS AND COOKING.

TERMINOLOGY IS EXPLAINED AS WELL AS LANGUAGE DESIGN. RETRIEVAL SYSTEMS AND LIBRARY CATALOGS ARE POINTED OUT WITH THE REASONS THEY ARE UTILIZED.

THE SYSTEM PROVIDES AN AID FOR THE PREPARATION IN A LANGUAGE AND TERMS THAT CAN BE EASILY UNDERSTOOD. INCLUDED ARE FACILITIES FOR EASY STORING, RETRIEVING AND TASTING INGREDIENTS AND RECIPES.

1054 CREAGER, K.E.
BEST KNOWN FILING TRUISMS- AND WHY THEY ARE TRUE.'
ADMINISTRATIVE MANAGEMENT VOL.29, NO.1, JAN. 1968, 2P.
RECORDS INDEX

THERE ARE MANY TRUISMS REGARDING FILING METHODS AND TECHNIQUES. THE AUTHOR DISCUSSES TWELVE OF THESE DEALING WITH FILING SYSTEMS AND RECORDS MANAGEMENT. BY EXAMINING THE REASONS FOR THESE TRUSIMS THE ADMINISTRATIVE MANAGER CAN PUT THEM TO BETTER USE.

SOME OF THE AXIOMS DEALT WITH INCLUDE- NO SYSTEM IS UNIVERSAL, ALL SUBJECT FILES SHOULD USE A CLOSED THESARUS AND TEN OTHERS.

1055 WILKINS, C.A.
POINTS IN THE METHODOLOGY OF URBAN POPULATION DISTRIBUTIONS
OPERATIONS RESEARCH VOL.16, NO.1, JAN-FEB. 1968, 9P.
CITY

FOR SOME OPERATIONAL PROBLEMS CONCERNED WITH URBAN POPULATIONS, THE ACTUAL LOCATION OF POPULATION WITHIN EACH CITY IS NOT OF PRIMARY IMPORTANCE. FOR SUCH PROBLEMS, IT MAY BE BEST TO PROCEED IN TERMS OF THE FUNCTION A-D- DEFINED AS

BEING THE CITY AREA OVER WHICH THE POPULATION DENSITY IS GREATER THAN OR EQUAL TO D. KNOWLEDGE OF THIS FUNCTION ENABLES A SUITABLE SYMMETRIC REPRESENTATION OF A CITY OF FAIRLY ARBITRARY FORM TO BE DETERMINED, AND WEISS PROBLEM OF MAXIMIZING THE POPULATION IN A GIVEN TOTAL AREA CHOSEN FROM THE REGIONS OF A SEQUENCE OF CITIES TO BE TACKLED IN REASONABLY GENERAL TERMS. GENERAL EQUATIONS ARE GIVEN FOR THIS PROBLEM. SIMPLE CITIES OF NONSTANDARD FORM MAY SATISFY A GENERALIZATION OF SHERRATTS FORM, TO WHICH A NUMBER OF SHERRATTS RESULTS ARE EASILY EXTENDED. EQUATIONS FOR THE EXPECTED NUMBER OF CASUALTIES IN AN ATTACK ARE GIVEN FOR SHERRATTS AND CLARKS TYPE OF CITY.

1056 NUGENT, CHRIS VOLLMANN, THOMAS E. RUML, JOHN
TECHNIQUES FOR ASSIGNMENT OF FACILITIES TO LOCATIONS
OPERATIONS RESEARCH VOL.16, NO.1, JAN-FEB. 1968, 23P.

THE OPTIMAL ASSIGNMENT OF FACILITIES TO LOCATIONS IS A COMBINATORIAL PROBLEM THAT REMAINS UNSOLVED. NONE OF THE SEVERAL OPTIMAL-PRODUCING PROCEDURES IS COMPUTATIONALLY FEASIBLE FOR ANY BUT SMALL PROBLEMS. THREE PREVIOUSLY PROPOSED HEURISTIC TECHNIQUES ARE EXAMINED AND EXPERIMENTALLY COMPARED FOR PROBLEMS OF FROM FIVE DEPARTMENTS TO 30 DEPARTMENTS. THE NEW BIASED SAMPLING PROCEDURE IS SEEN TO PRODUCE THE BEST SOLUTIONS BUT AT A RELATIVELY HIGH COMPUTATIONAL COST. THE HILLIER-CONNORS PROCEDURE IS ESPECIALLY INTERESTING BECAUSE IT IS CONSIDERABLY FASTER THAN CRAFT AND BIASED SAMPLING AND ITS SOLUTIONS ARE ONLY 2-6 PERCENT WORSE THAN CRAFT.

1057 GAUNT, S.
NON-COMPUTER METHOD FOR RESOLVING TRAVELLING SALESMAN PROBLEM
CANADIAN OPERATIONAL RESEARCH VOL.6, NO.1, MARCH 1968, 11P.

THIS PAPER CONSIDERS THE APPLICATION OF SEARCH THEORY TO THE DEVELOPMENT OF A NON-COMPUTER METHOD FOR RESOLVING APPARENT SOLUTIONS FOR TRAVELLING SALESMAN TYPE PROBLEMS, FROM SYMMETRICAL AND ASYMMETRICAL SQUARE MATRICES.

WHILE ADEQUATE DATA FOR EVALUATING THE RELATIVE ECONOMICS BETWEEN COMPUTERS AND THE PROPOSED MANUAL METHOD ARE SCARCE, ROUGH APPROXIMATIONS INDICATE THE MANUAL SEARCH METHOD TO BE FAVORED FOR MATRICIS GREATER THAN 40*40.

THE INTRINSIC WORTH OF A STANDARD OFFICE PROCEDURE FOR RESOLVING SEQUENCING TYPE PROBLEMS ACQUIRES MERIT BY PROVIDING A PRACTICAL MEANS OF SOLUTION TO A COMPLEX PROBLEM WHICH CAN BE USED IN ENVIRONMENTS WITHOUT IMMEDIATE ACCESS TO A COMPUTER.

1058 MAURER, HERRYMON
THE BEGINNING OF WISDOM ABOUT ALCOHOLISM.'
FORTUNE VOL.77, NO.5, MAY 1968, 11P.

ALCOHOLISM IS ONLY NOW BEING RECOGNIZED AS WHAT IT IS. A PERSONAL AND SOCIAL CATASTROPHE, AN ILLNESS OF THE SAME KIND OF IMPORTANCE AS HEART TROUBLE OR CANCER. LARGE AMOUNTS OF FEDERAL AND STATE FUNDS HAVE BEEN VOTED FOR RESEARCH AND TREATMENT. FEDERAL COURTS, CATCHING UP WITH MEDICAL FINDINGS, HAVE RULED THAT ALCOHOLISM IS NOT A CRIME BUT A DISEASE.

THE BEST RECOVERY RATES, SURPRISINGLY, ARE TO BE FOUND IN OFFICES AND FACTORIES RATHER THEN IN CLINICS AND HOSPITALS. GOOD COMPANY PROGRAMS ARE BASED ON EARLY SPOTTING AND -CRISIS PRECIPITATION- TELL THE MAN ITS TREATMENT OR ELSE. THEN FOLLOWS CAREFUL HANDLING BY THE COMPANY PHYSICIAN, USUALLY IN CONJUNCTION WITH ALCOHOLICS ANONYMOUS. ONE COMPANY SAVES TWO OUT OF THREE, AND 60 PERCENT OF THE RECOVERED EVENTUALLY QUALIFY FOR MERIT INCREASES. **CANNOTBE REPRINTED.*

1059 SPIEGAL J SUMMERS L BENNET C
AESOP GENERAL APPROACH TO MANAGEMENT INFORMATION SYSTEMS
SYSTEMS AND PROCEDURES JOURNAL VOL.18, NO.84, JULY-AUGUST 1967, 8P.
REAL-TIME DIRECT ACCESS

THE ARTICLE DESCRIBES AESOP- A LABORATORY BASED PROTOTYPE OF A GENERAL-PURPOSE, ON-LINE, VISUALLY-ORIENTED INFORMATION SYSTEM. IT OPERATES IN AN ORGANIZATIONAL CONTEXT AND IS USED TO INVESTIGATE PROBLEMS FROM THE EXECUTIVE LEVEL THROUGH THE STAFF AND OPERATIONS ANALYSTS TO THE ACTUAL SYSTEM DESIGNERS AND PROGRAMMERS.

THE REQUIREMENTS FOR MANAGEMENT USE AND THE THREE BASIC CAPABILITIES OF THE SYSTEM- PARAMETER INSERTION, ALGORITHM BUILDING AND DEBUGGING ARE DESCRIBED. ALSO, THE UNIQUE LIGHTGUN COMMAND MECHANISM IS DESCRIBED AND ILLUSTRATED. THE SYSTEM HAS SOMETHING FOR EVERYONE IN THE ORGANIZATIONAL HIERARCHY, A CHARACTERISTIC OF THE MANAGEMENT INFORMATION-SYSTEM OF THE FUTURE.

1060 ENTHOVEN, A.
ACCOUNTING AND DEVELOPMENT PROGRAMMING.'
INTERNATIONAL JOURNAL OF ACCOUNTING EDUCATION AND RESEARCH VOL.3, NO.1, FALL 1967, 16P.
COST-ACCOUNTING

THE SUBJECT OF THE PAPER IS THE INTERACTION AND INTERDEPENDENCY THAT EXISTS BETWEEN ACCOUNTING AND DEVELOPMENT PROGRAMMING AND THE ROLE ACCOUNTING MAY FULFILL IN ENHANCING ECONOMIC PROGRESS IN THE DEVELOPING ECONOMIES.

COST-ACCOUNTING IS MOST IMPORTANT TO THE ECONOMIC DEVELOPMENT PROCESS. CAPITAL BUDGETING AND FINANCIAL PLANNING FORM A CONSTITUENT PART OF PROJECT SELECTION AND EVALUATION. NATIONAL ACCOUNTS INFORMATION IS ALSO ESSENTIAL FOR DEVELOPMENT PROGRAMMING. THE AUTHOR ALSO PRESENTS AN EXAMPLE OF A DEVELOPMENT PROGRAM WITH ITS VARIOUS PROJECTS AND CITES THE INTEGRAL FUNCTIONS OF ACCOUNTANCY IN DEVELOPMENT PROGRAMMING.

1061 FARAG, S.M.
LITTLETONS VIEWS ON SOCIAL ACCOUNTING- AN ELABORATION.'
INTERNATIONAL JOURNAL OF ACCOUNTING, EDUCATION AND RESEARCH VOL.2, NO.2, SPRING 1967, 10P.

THE PAPER PRESENTS AND IDENTIFIES AN ELABORATION OF SOME OF PROFESSOR A.C. LITTLETONS VIEWS OF SOCIAL ACCOUNTING- WHERE ACCOUNTING BECOMES AN EFFECTIVE INSTRUMENT FOR SOCIAL PLANNING IN THE PUBLIC INTEREST. CONCEPTS SUCH AS BUSINESS SELF-GOVERNMENT AND CONSISTENT FORECASTING ARE DISCUSSED.

THE MAIN PART OF THE PAPER IS DEVOTED TO THE DEVELOPMENT OF INPUT-OUTPUT ACCOUNTING AS A BRANCH OF SOCIAL ACCOUNTING. INPUT-OUTPUT TABLES AND ANALYZES ARE A MEANS WHICH ALLOW THE DESCRIPTION AND ANALYSIS OF THE PRODUCTIVE PROCESS OF A COMPLETE ECONOMIC SYSTEM. THE STRUCTURE OF THESE TRANSACTIONS TABLES AND THE FORM OF ANALYSIS ARE DISCUSSED. THE EXPANDING ROLE OF ACCOUNTING IN SERVING THE PUBLIC INTEREST IS ALSO NOTED.

1062 HEAD, R.V.
PLANNING FOR REAL-TIME BUSINESS SYSTEMS.'
SYSTEMS AND PROCEDURES JOURNAL VOL.18, NO.84, JULY-AUGUST 1967, 8P.
POLICIES PLANNING

THE AUTHOR BEGINS BY DISCUSSING REAL-TIME SYSTEMS THEIR EVOLUTION, COMPLEXITY, APPLICATIONS AND EFFECTS ON BUSINESS OPERATIONS. HE POINTS TO SYSTEMS PLANNING- THAT IS PLANNING FOR SYSTEMS, IN CONTRAST TO SYSTEMS DESIGN OR SYSTEMS ANALYSIS WHICH HAS TO DO WITH THE PLANNING OF PARTICULAR SYSTEMS. TECHNOLOGICAL, ENVIRONMENTAL AND COMPANY POLICIES CONSIDERATIONS ARE BASIC TO SYSTEMS PLANNING.

THE AUTHOR ALSO DISCUSSES A THEORETICAL VIEW OF THE PLANNING PROCESS, THE RELATIONSHIPS BETWEEN SYSTEMS PLANNING AND OTHER TRADITIONAL BUSINESS PLANNING PROCESSES, AND CONCLUDES WITH A DELINEATION OF SOME BROAD GUIDELINES APPLICABLE TO SYSTEMS PLANNING.

1063 VORHAUS, A.H.
TDMS- A NEW APPROACH TO DATA MANAGEMENT.'
SYSTEMS AND PROCEDURES JOURNAL VOL.18, NO.84, JULY-AUGUST 1967, 4P.
PERSONNEL

THE TIME-SHARED DATA MANAGEMENT SYSTEM IS ONE WAY FOR THE NONPROGRAMMER USER TO CONVERSE WITH POWERFUL DATA-PROCESSING MACHINES WITHOUT HAVING TO COMMUNICATE HIS REQUIREMENTS THROUGH INTERMEDIARIES. TDMS PERMITS THE USER TO DESCRIBE ENTRIES IN A DATA-BASE, TO LOAD THEM INTO THE MACHINE, TO ASK QUESTIONS ABOUT THEM, TO PERFORM CALCULATIONS ON THEM, TO HAVE THE DATA DISPLAYED ON A CATHODE RAY TUBE, TO OBTAIN HARD COPY REPORTS AND TO UPDATE AND MAINTAIN THE DATA BASE.

TDMS CAN OPERATE ON-LINE OR IN A BATCH-PROCESSING MODE AND IT IS DESIGNED TO ACCOMMODATE THE NEEDS OF MANY USERS IN TECHNICAL FIELDS- MILITARY, INTELLIGENCE, FINANCE OR PERSONNEL MANAGEMENT. THE TDMS APPROACH IS ESPECIALLY USEFUL WHEN NUMEROUS SUBUNITS OF A SINGLE ORGANIZATION CAN SHARE A COMMON DATA BASE.

1064 ROBERTS, E.B.
THE PROBLEM OF AGING ORGANIZATIONS.'
BUSINESS HORIZONS VOL.10, NO.4, WINTER 1967, 8P.
R+D RESEARCH DEMONSTRATION

A CHANGE IN ANY OF THE VARIABLES THAT COMPOSE AN R+D UNIT CAN LENGTHEN OR SHORTEN ITS LIFE-SPAN. THE AUTHOR HAS DEVELOPED A -WHEELS WITHIN WHEELS- THEORY THAT DESCRIBES THE RISE AND FALL OF AN R+D ORGANIZATION. HIS THEORY IS BASED ON THE INDUSTRIAL-DYNAMICS APPROACH, WHICH ASSUMES THAT THE PROBLEMS AFFECTING AN ORGANIZATION ARE THE NATURAL OUTGROWTHS OF ITS OWN ACTIVITIES AND STRUCTURE. THE VARIABLES CAN BE PUT INTO FEEDBACK LOOPS, EACH OF WHICH IS ONE WHEEL. SINCE EACH VARIABLE IN A LOOP EFFECTS EVERY OTHER, ALL PARTS OF THE UNIT MUST FUNCTION CORRECTLY IN ORDER TO HAVE A POSITIVE FEEDBACK. FOR INSTANCE, IF THE TECHNICAL EFFECTIVENESS DECLINES, MANAGEMENT LOWERS ITS GOAL OBJECTIVES, AND THE UNIT PRODUCES LESS. THUS, THE LOOP STARTS A DOWNWARD CYCLE. FOR MANAGEMENT TO COPE WITH THE DYNAMICS OF TECHNIQUE ORGANIZATIONS WE NEED BOTH MORE ELABORATION OF THE THEORETICAL STRUCTURES AND MORE DEVELOPMENT OF TOOLS LIKE COMPUTER SIMULATION.

1065 RIEE, G.R.
PREFERENCES AMONG INFORMATION SOURCES UNDER UNCERTAINTY
BUSINESS STUDIES FALL 1967, 5P.
DECISION-MAKING

THE AUTHOR IDENTIFIES THREE BASIC AREAS OF THE DECISION SPECTRUM, EACH REQUIRING DIFFERENT TYPES OF INFORMATION- RATIONAL DECISION-MAKING, INSTITUTIONAL DECISION-MAKING AND ARTISTIC DECISION-MAKING. A WORKING HYPOTHESIS WAS FORMULATED WHICH STATED THAT DECISION-MAKERS WILL EXPRESS A PREFERENCE FOR ONE FORM OF INFORMATION OVER OTHERS IF PRESENTED A CHOICE OF INFORMATION SOURCES, EACH SOURCE CONTAINING THE SAME AMOUNT OF INFORMATION, BUT IN A DIFFERENT FORM IN EACH SOURCE, AND AN EXPERIMENT SET UP. THE METHODOLOGY, ANALYSIS, RESULTS AND EVALUATION ARE DESCRIBED IN THE ARTICLE.

1066 STARLING, J.M.
PART-TIME EMPLOYMENT.'
BUSINESS STUDIES FALL 1967, 18P.

THE ARTICLE NOTES THAT ONE OF THE MAJOR LABOR-MARKET DEVELOPMENTS IN RECENT YEARS HAS BEEN THE GROWTH OF PART-TIME LABOR-FORCE IN TERMS OF ITS PAST, PRESENT AND PROBABLE FUTURE COMPOSITION AND THE OCCUPATION AND INDUSTRY GROUPS IN WHICH PART-TIME WORKERS ARE EMPLOYED. WORKER CLASSIFICATION, AGE, SEX, MARITAL STATUS, OCCUPATION AND INDUSTRY GROUP AND AVAILABILITY ARE DISCUSSED AND DETAILED TABLES ARE PROVIDED.

EMPLOYMENT PROJECTIONS ARE GIVEN AND REASONS FOR THE GROWTH OF THE PART-TIME LABOR-FORCE, INCLUDING MORE PART-TIME EMPLOYED STUDENTS, INCREASED NUMBER AND PROPORTION OF ADULT WOMEN IN THE LABOR FORCE AND THE AMENDMENT TO THE SOCIAL-SECURITY ACT RAISING THE MAXIMUM EARNINGS RETIRED WORKERS ARE ALLOWED BEFORE BENEFITS ARE SUSPENDED, ARE EXAMINED.

1067 IVES, K.H. GIBBONS, J.D.
A CORRELATION OF MEASURE FOR NOMINAL DATA.'
THE AMERICAN STATISTICIAN VOL.21, NO.5, DEC. 1967, 2P.

FORMULAS ARE DEVELOPED WHICH ARE USED TO DETERMINE THE STRENGTH OF THE RELATIONSHIPS BETWEEN TWO FACTORS, WHERE THESE FACTORS OR ATTRIBUTES MAY BE EITHER PRESENT OR ABSENT IN THE OBSERVATIONS IN A SAMPLE.

IN FORMULATING THESE PROBABILITY MODELS, THE AUTHOR NOTES THE DIFFICULTY IN APPLYING CORRELATION TECHNIQUES FOR NOMINAL DATA.

1068 HAIRE, MASON
MANAGING MANAGEMENT MANPOWER.'
BUSINESS HORIZONS VOL.10, NO.4, WINTER 1967, 6P.
CAREER-DEVELOPMENT PERSONNEL TURNOVER

IN ORDER TO FILL FUTURE POSITIONS MANAGEMENT MUST KNOW WHAT KINDS OF LEADERS IT NEEDS, AND WHERE TO OBTAIN THEM. THIS ARTICLE CONTAINS A MATRIX REPRESENTING THE PROBLEM OF MANAGERIAL CAREER DEVELOPMENT. INCLUDING THE CHARACTERISTICS OF PERSONNEL FLOW-MOVING IN, OUT, UP, OVER AND CHANGING AS WELL AS THE OPTIONAL RESPONSIBILITIES ON THE COMPANYS PART-RECRUITMENT, PAY, TRAINING, AND SO ON-. USING THIS MATRIX, MANAGEMENT CAN DETERMINE THE PROBABILITIES OF MOVEMENT IN A FIRM AND IN WHAT WAYS THE INPUT VARIABLES AFFECT PERSONNEL FLOW. A SUCCESSFUL APPLICATION OF THIS METHOD WILL HELP TO ESTABLISH A CENTRALIZED OVERVIEW OF THE MANPOWER SITUATION, WHICH IS ESSENTIAL TO MANAGEMENT IF IT IS TO HANDLE EFFECTIVELY ITS STORE OF HUMAN RESOURCES.

1069 SCITOVSKY, ANNE A.
CHANGES IN THE COSTS OF TREATMENT OF SELECTED ILLNESSES
THE AMERICAN ECONOMIC REVIEW VOL.57, NO.5, DEC. 1967, 14P.
APPENDICITIS OTITIS-MEDIA FRACTURE CANCER

THIS STUDY WAS AN ATTEMPT TO ESTIMATE THE AVERAGE COSTS OF TREATMENT OF ILLNESSES IN TWO DIFFERENT PERIODS AND COMPARE THEIR COST CHANGES WITH THE PRICE CHANGES INDICATED BY THE MEDICAL CARE PRICE-INDEX, COMPUTED BY THE BUREAU OF LABOR STATISTICS. FIVE ILLNESSES WERE COVERED, ACUTE APPENDICITIS, MATERNITY CARE, OTITIS MEDIA, FRACTURE OF THE FOREARM IN CHILDREN, AND CANCER OF THE BREAST. DATA ON TREATMENT AND COSTS WERE COLLECTED FROM THE PALO ALTO MEDICAL CLINIC.

THE COSTS OF TREATMENT OF ALL FIVE ILLNESSES INCREASED MORE THAN THE BLS MEDICAL PRICE INDEX. THE DIFFERENCES ARE STILL PRONOUNCED IF THE BLS IS ADJUSTED FOR EXCLUSION OF HEALTH INSURANCE AND THE FACT THAT THE INDEX FOR SAN FRANCISCO ROSE SLIGHTLY MORE THAN THE NATIONAL INDEX. THIS STUDY FACTOR EXPLORES THE FACTORS CONTRIBUTING TO THE DIFFERENCES BETWEEN THE INDICES AND EVALUATION OF THE BLS.

1070 SWALM, RALPH O.
CAPITAL EXPENDITURES ANALYSIS- A BIBLIOGRAPHY.'
THE ENGINEERING ECONOMIST VOL.13, NO.2, WINTER 1967, 23P.
BUDGETING

THIS IS A BIBLIOGRAPHY OF CAPITAL EXPENDITURES ANALYSIS. THE MAIN HEADINGS FOLLOW. 1. FUNDAMENTALS OF ENGINEERING ECONOMY, 2. AVERAGE ANNUAL COST, PRESENT WORTH, AND RELATED METHODS, 3. THE PROBLEM OF OBSOLESCENCE- THE MAPI APPROACH, 4. MISCELLANEOUS APPROACHES, 5. COMPARISON OF VARIOUS APPROACHES, 6. INDUSTRIAL PRACTICES, 7. UTILITY THEORY, 8. RISK AND UNCERTAINTY, 9. ORGANIZING FOR EFFECTIVE CAPITAL EXPENDITURE ANALYSIS, 10. DEPRECIATION AND TAX CONSIDERATIONS, 11. ESTIMATING, 12. LEASING AND RENTAL ANALYSIS, 13. PUBLIC WORKS ECONOMICS, AND 14. GENERAL.

1071 GRANT, C.B.S.
COMPUTER COURSES BY CORRESPONDENCE.'
DATA PROCESSING VOL.10, JAN. 1968, 2P.
DATA-PROCESSING SCHOOLS

CORRESPONDENCE INSTRUCTION CAN HAVE A LEGITIMATE ROLE TO PLAY IN EDUCATING PEOPLE FOR ENTRY POSITIONS OR EVEN FOR ADVANCEMENT, IN DATA-PROCESSING JOBS. IF MATERIALS ARE WELL PREPARED, TIME CAN BE SAVED BY WORKING AT HOME, BUT THE AMOUNT OF MOTIVATION REQUIRED IS TREMENDOUS.

REPUTABLE SCHOOLS WILL ENROLL AND ENCOURAGE ONLY THIS TYPE OF MOTIVATED PERSON. BY PAYING ATTENTION TO PRICE, PROMOTION, AND CONTRACT PROVISIONS, YOU ARE NOT LIKELY TO BE VICTIMIZED BY A SCHOOL MORE INTERESTED IN MONEY THAN INSTRUCTION.

1072 MARTIN, ROBERT A.
THE INVIOLATE, BUT INVALID EMPLOYMENT PREDICTORS.'
PERSONNEL JOURNAL VOL.47, NO.1, JAN. 1968, 3P.
PERSONNEL SELECTION

MANY FIRMS ARE LACKING PROPER TALENT DO TO THE FACT THEY HAVE BEEN TURNING AWAY NUMEROUS POTENTIAL EMPLOYEES- SUCCESS PREDICTOR TESTS ARE NOT ALWAYS CAPABLE OF SCREENING OUT JUST POOR EMPLOYEES, GOOD ONES CAN ALSO BE LOST.

THERE HAVE BEEN MANY STUDIES MADE TO DETERMINE WHETHER OR NOT RELATIONSHIPS EXIST BETWEEN SUCCESS- USUALLY MEASURED IN TERMS OF RATE OF FINANCIAL GROWTH, OR SALARY LEVEL. THE RESULTS OF THE STUDIES VARY, BUT NONE, TO THE WRITERS KNOWLEDGE, PROVES BEYOND A REASONABLE DOUBT THAT POSSESSION OF THE SO-CALLED SUCCESS PREDICTORS WILL ACTUALLY RESULT IN SUCCESS OR, CONVERSELY, THAT THE ABSENCE OF THE PREDICTORS, DOOMS ONE TO REASONABLY CERTAIN FAILURE.

1073 COLGER, J.D.
SEVEN INHIBITORS TO A MANAGEMENT INFORMATION SYSTEM
SYSTEMS AND PROCEDURES JOURNAL VOL.19, NO.87, JAN.-FEB. 1968, 3P.
NEEDS COMPUTER

MANAGEMENT INFORMATION-SYSTEMS, THEIR PURPOSES AND THE PRIMARY FACTORS INHIBITING THE DESIGN AND IMPLEMENTATION OF SUCH SYSTEMS FOR LARGE AND MEDIUM-SIZED FIRMS IS THE SUBJECT OF THIS PAPER, THE RESULT OF A RESEARCH PROJECT UNDERTAKEN BY THE AUTHOR. THE INHIBITING FACTORS DESCRIBED INCLUDE INCOMPLETE IDENTIFICATION OF MANAGERIAL INFORMATION NEEDS, LACK OF INTEGRATED SYSTEMS, SYSTEMS PRIORITY NOT IN ACCORDANCE WITH ITS IMPORTANCE TO THE FIRM, INADEQUATE FEASIBILITY STUDIES, LACK OF POST-IMPLEMENTATION AUDITS, FAILURE TO INCLUDE EXTERNAL INFORMATION REQUIREMENTS AND, THE USE OF UNSOPHISTICATED SYSTEMS ANALYSIS AND DESIGN TECHNIQUES.

THE AUTHOR CONCLUDES THAT RECOGNITION AND CORRECTION OF THESE FACTORS SHOULD ENABLE MANY FIRMS TO REALIZE THE BENEFITS OF A COMPUTER-BASED MANAGEMENT INFORMATION SYSTEM.

1074 FUHRO, W.J.
RHYTHM SAMPLING- STOP WATCHES BEWARE.'
SYSTEMS AND PROCEDURES JOURNAL VOL.19, NO.87, JAN.-FEB. 1968, 5P.
WORK MEASUREMENT TIMESTUDY

THE AUTHOR COMPARES TWO METHODS OF WORK MEASUREMENT- THE STOP WATCH AND THE RELATIVELY NEW TECHNIQUE OF RHYTHM SAMPLING. THIS SAMPLING APPROACH CAN SIMULTANEOUSLY MEASURE ALL CYCLIC AND NONCYCLIC ELEMENTS WHICH WERE PERFORMED BY ALL EMPLOYEES WORKING ON THE SAME PROJECTS AND THE ONLY TIMES RECORDED ARE THE MARKS. BUT RHYTHM SAMPLING CANNOT BE USED FOR VERY SHORT STUDIES OF ONLY SEVERAL PIECES, FOR SUCH WOULD NOT BE ENOUGH TO FORM A RELIABLE SAMPLE.

A TIMESTUDY SIMULATION WAS PRESENTED WITH A COMPARISON OF STOP WATCH AND RHYTHM SAMPLING OF DATA OF THE OPERATION. THE RHYTHM SAMPLING TECHNIQUE WAS AMAZINGLY ACCURATE, THE CLERICAL WORK NECESSARY TO STUDY THE DATA WAS REDUCED, AND THE STOP WATCH REMOVED.

1075 RAGO, LOUIS J.
THE PURCHASING FUNCTION AND PERT NETWORK ANALYSIS.'
JOURNAL OF PURCHASING VOL.4, FEB. 1968, 13P.

A PERT NETWORK CHART PRESENTS INFORMATION FOR THE PURCHASING FUNCTION IN COMPACT AND MEANINGFUL FORM. IT SHOWS WHEN CERTAIN ITEMS ARE NEEDED, HOW MANY EXTRA DAYS ARE AVAILABLE, WHEN A DELAY WOULD BE CATASTROPHIC AND COSTLY.

THE USE OF PERT AS AN EFFECTIVE DEVICE TO IMPROVE PURCHASING EFFICIENCY FOCUSES ON THE TIME FACTOR AND ENABLES THE PURCHASING AGENT TO TAKE ADVANTAGE OF DELIVERY-RELATED PRICE CONCESSIONS.

GANTT CHARTS SERVED THE SAME PURPOSE IN THE PAST AS PERT DOES TODAY, BUT PERT LENDS ITSELF TO COMPUTER ANALYSIS FOR KEEPING CLOSER TRACK OF SHIPMENTS AND ARRIVALS. PERT REPRESENTS AN INFORMATION-SYSTEM FOR THE PURCHASING DEPARTMENTS.

1076 ANONYMOUS **
CONTROL CARD GIVES INSTANT INVENTORY INFORMATION.'
PURCHASING VOL.64, NO.4, FEB. 1968, 2P.
CASELOAD MANAGEMENT

INVENTORY CONTROL AND PURCHASING ARE VIRTUALLY ONE OPERATION AT MASTON TOY CO. OF OHIO, WHERE PURCHASING AGENT GEORGE NILNE HAS DESIGNED A RECORD CARD THAT INSTANTLY GIVES HIM A COUNTDOWN ON WHAT IS IN STOCK AND ALSO TELLS HIM HOW MUCH TO BUY.

A COMPUTER IS NOT NEEDED TO GET REAL-TIME FEEDBACK ON STOCK STATUS. IN THE ARTICLE THE MANAGER OF THE ONE-MAN PURCHASING DEPARTMENT DESCRIBES HOW A SIMPLE CONTROL CARD IS USED TO SPOT STOCK WITHDRAWALS BEFORE THEY ARE MADE.**CANNOT BE REPRINTED.*

1077 GRUSKIN, DENIS M.
PROBLEMS OF GATHERING OCCUPATIONAL DATA BY MAIL.'
MONTHLY LABOR REVIEW VOL.91, NO.2, FEB. 1968, 3P.
EMPLOYMENT UNEMPLOYMENT STATISTICS MAIL SURVEY

THE BUREAU OF LABOR STATISTICS IS DEVELOPING A PROGRAM TO PROVIDE CURRENT ESTIMATES OF EMPLOYMENT BY OCCUPATION, IN RESPONSE TO RECOMMENDATIONS MADE BY THE PRESIDENTS COMMITTEE TO APPRAISE EMPLOYMENT AND UNEMPLOYMENT STATISTICS IN 1962. THE TWO OBJECTIVES OF THE PROGRAM ARE TO PUBLISH ANNUAL ESTIMATES OF EMPLOYED IN THE U.S. IN A SELECTED LIST OF IMPORTANT OCCUPATIONS AND TO STUDY THE CHANGING OCCUPATIONAL COMPOSITION OF INDUSTRIES.

TO AID IN SOLVING THE MANY PROBLEMS AND QUESTIONS THAT IT WAS ANTICIPATED WOULD ARISE IN DEVELOPING THE PROGRAM, A SERIES OF EXPERIMENTAL STUDIES WAS FIRST INSTITUTED IN FISCAL YEAR 1966. THIS ARTICLE BRIEFLY DESCRIBES THE FIRST OF THESE STUDIES AND PRESENTS MAJOR RESULTS.

1078 HANEL, HARVEY R.
EDUCATIONAL ATTAINMENT OF WORKERS.'
MONTHLY LABOR REVIEW VOL.91, NO.2, FEB. 1968, 9P.
NEGRO

AS TECHNOLOGICAL ADVANCEMENT TAKES PLACE IN A NATION, PROVIDING AN INCREASING NUMBER OF JOBS WHICH REQUIRE A STRONG EDUCATIONAL BACKGROUND, IT IS IMPORTANT THAT THE EDUCATIONAL ATTAINMENT OF THE LABOR-FORCE CONTINUE TO IMPROVE. ACCORDING TO A SURVEY THE EDUCATIONAL ATTAINMENT OF AMERICAN WORKERS HAS ADVANCED TO A LEVEL WHERE 61 PERCENT HAVE HIGH SCHOOL DIPLOMAS AND 12 PERCENT COLLEGE DEGREES. ONE REASON FOR THIS UPGRADING IN EDUCATION, IS THAT THE SUPPLY OF BETTERED EDUCATED WORKERS WITH MORE SCHOOLING EMERGES WITH YOUNG WORKERS ENTERING THE JOB MARKET REPLACING OLD ONES.

WHITE WORKERS HAVE ACHIEVED HIGHER EDUCATIONAL ATTAINMENT THAN NEGRO WORKERS AT EACH LEVEL OF SCHOOLING, BUT THEY DIFFER SIGNIFICANTLY WITH RESPECT TO UNEMPLOYMENT RATES AND OCCUPATIONAL DISTRIBUTIONS. ALSO INCLUDED IS A DISCUSSION OF EDUCATION TRENDS AND THE RELATIONSHIP OF EDUCATION TO LABOR-FORCE PARTICIPATION.

1079 SMITH, W. HOCKING, R.
A SIMPLE METHOD FOR OBTAINING THE INFORMATION MATRIX FOR A MULTIVARIATE-NORMAL DISTRIBUTION
THE AMERICAN STATISTICIAN VOL.22, NO.1, FEB. 1968, 2P.

THE PURPOSE OF THIS PAPER IS TO PRESENT A SIMPLE METHOD FOR FINDING THE INFORMATION MATRIX, AND ITS INVERSE, FOR A CERTAIN P-VARIATE NORMAL DISTRIBUTION. CORRESPONDING MATRICES ARE EASILY OBTAINED SINCE THEY ARE BLOCK DIAGONAL AND THE PORTION CORRESPONDING TO THE MEAN PRESENTS NO DIFFICULTY.

THE SIMPLICITY OF THE TECHNIQUE PRESENTED HERE ARISES FROM THE FACT THAT BOTH THE INFORMATION MATRIX AND ITS

INVERSE CAN BE EXPRESSED AS THE PRODUCT OF A DIAGONAL MATRIX WHOSE ELEMENTS ARE GIVEN BY A SIMPLE SET OF FORMULAS. THE BASIC TECHNIQUE IS EXTENDED TO THE CASE IN WHICH SOME OBSERVATIONS ON ONE OF THE VARIATES ARE MISSING. THE CALCULATIONS ARE SHOWN AND EXAMPLES ARE GIVEN.

1080 FOX, JOSEPH J.
WHAT YOU SHOULD KNOW ABOUT THE PRESS CONFERENCES.
SALES MANAGEMENT VOL.100, NO.6, MARCH 1968, 8P.

THE PROFESSIONAL OPINION ABOUT PRESS CONFERENCES IS NEVER, NEVER CALL THEM UNLESS YOU REALLY HAVE SOMETHING TO SAY. IF IN DOUBT DON'T. THEY ARE TO BE APPROACHED WITH ALL THE CAUTION IN THE WORLD.

A PRESS CONFERENCE MAKES NUMEROUS DEMANDS ON THE TIME OF THE MEDIAS DOING THE COVERAGE. IF NOTHING REALLY IMPORTANT IS SAID, THE PUBLICITY MAY BE HARMFUL. ALSO YOU MAY NEVER AGAIN GET DECENT COVERAGE IF THERE IS A REASON IN THE FUTURE YOU NEED A PRESS CONFERENCE.

SPEAKERS MUST BE WELL PREPARED AND WILLING TO ANSWER ALL QUESTIONS. A COCKTAIL HOUR AND A MEAL IS USUALLY REQUIRED FOR THE REPORTERS AFTER THE CONFERENCE. THE AUTHOR ALSO BRIEFLY EXPLAINS THE MECHANICS OF RUNNING A PRESS CONFERENCE.

1081 MC CARTHY, JOHN
CASES PROBE PROSPECTS PSYCHE.'
SALES MANAGEMENT VOL.100, MARCH 1968, 6P.
CASE-METHOD TRAINING

JOHN MC CARTHY IS VERY HIGH ON THE CASE METHOD OF TRAINING. THE IDEAL CASE SHOULD HAVE JUST ENOUGH DETAILS TO SHOW A PROBLEM EXISTS. THE GROUP SHOULD SEARCH FOR SIGNIFICANT FACTS TO PROVIDE THE CORRECT SOLUTION. CASES ADOPTED FROM THE DUMMY CASE METHOD ARE OFTEN UTILIZED. THREE-MINUTE FILMS WORK UP TO THE CRISIS, THEN STOP. A GROUP OF FOUR MEN HAS FIVE MINUTES TO DEFINE THE PROBLEM. A GOOD CASE IS WHERE EVERYTHING IS NOT OBVIOUS TO THE SALESMAN. HE HAS TO DEVELOP SOURCES OF INTELLIGENCE.

THE TRAINING COURSES IS A WEEK IN LENGTH, HELD AT CAPE COD. THE SALESMEN ARE TO HAVE NO ADVANCE PREPARATION. THE INSTITUTE NEVER EXCEEDS TWENTY MEN.

1082 WHYTE, ROBERT
ROLE-PLAY BUYER MUST BE TRAINED.'
SALES MANAGEMENT VOL.100, NO.6, MARCH 1968, 7P.
TRAINING

THE MOST IMPORTANT DEVICE THAT CAN BE UTILIZED IN BUILDING SALES SKILL IS ROLE PLAYING. IT TAKES ONE YEAR TO TRAIN A TRAINER TO BECOME AN EXPERIENCED SENSITIVE ROLE PLAYER, ASSUMING HE HAS GOOD POTENTIAL. IT TAKES STILL ANOTHER YEAR BEFORE HE IS QUALIFIED TO LEAD PRODUCTIVE CRITIQUES OF ROLE PLAYING SESSIONS.

THE WARNER-CHILCOTT LABORATORIES HAS TWO TYPES OF PROGRAMS. ONE IS A MONTH-LONG PROGRAM FOR NEW SALESMEN, PLUS ONE WEEK SEMINARS FOR VETERAN SALESMEN. THE PROGRAM FOR NEW SALESMEN IS ABOUT 30 PERCENT INFORMATION. THE NEW SALESMAN IS SENT A PRE-TRAINING ORIENTATION PROGRAM BEFORE THEY ATTEND THE MEETING. DURING THE PROGRAM HE IS GIVEN WIDE EXPOSURE TO EVERY ELEMENT OF HIS NEW JOB. HE STUDIES PROGRAMMED TEXTS COMPOSED OF 70 PERCENT SCIENTIFIC INFORMATION. THE REST OF THE TIME IS DEVOTED TO ROLE PLAYING.

1083 ANONYMOUS **
PEPPY PERT PROGRAM.'
SALES MANAGEMENT VOL.100, NO.6, MARCH 1968, 2P.
SCHEDULES PLANNING SUPERVISION

PERT IN BRIEF, IS A NETWORK TECHNIQUE FOR MAKING MAXIMUM USE OF PEOPLE, EQUIPMENT, AND TIME IN THE ACCOMPLISHMENT OF A COMPLEX PROJECT, SUCH AS MOVING A NEW PRODUCT FROM IDEA STAGE TO COMMERCIAL STAGE. BY PROVIDING A GRAPHIC PICTURE OF EACH AND EVERY PROJECT ACTIVITY, AND ASSIGNING TIME SCHEDULES TO THEM IT GIVES THE MANAGER AN OVER-ALL VIEW OF THE WHOLE PROJECT, SHOWS THE INTERRELATIONSHIP BETWEEN EACH ACTIVITY, AND HIGHLIGHTS CRITICAL ACTIVITIES, WHICH IF DELAYED, WOULD SLOW DOWN THE ENTIRE PROJECT.

THE W-K-M DIVISION OF ACF INDUSTRIES IS ONE OF THE MANY COMPANIES NOW UTILIZING THE PERT SYSTEM. THE ARTICLE RELATES THEIR SUCCESS.

1084 ANONYMOUS **
MANAGING RECORDS WITH MICROFILM.'
BESTS INSURANCE NEWS VOL.68, NO.11, MARCH 1968, 3P.

RECORDS MANAGEMENT IS A SCIENCE THAT IS COMING INTO ITS OWN. IT ORGINATED AS A RESULT OF THE NEED FOR MODERN BUSINESS TO COPE WITH THE PAPERWORK EXPLOSION AND THE EMPHASIS BUSINESS MANAGEMENT IS PLACING ON COMMUNICATIONS. ONE OF ITS MOST IMPORTANT TOOLS IS MICROFILM.

THE AETNA LIFE AND CASUALTY CO. HAS DEVELOPED A VERY EFFECTIVE PROGRAM WITH THE USE OF MICROFILM. IT IS DESIGNED TO ELIMINATE AS MANY HARD COPY RECORDS AND DOCUMENTS AS POSSIBLE BY REPLACING THEM WITH 16MM MICROFILM. TO COORDINATE THE VIEWING OF MICROFILM FOR REFERENCE USE WITH A CAPABILITY TO MAKE COPIES DIRECTLY FROM THE IMAGE OR THE SCREEN. LAST, TO REDUCE THE COST OF MICROFILM PROCESSING AND CUT THE INTERVAL BETWEEN THE TIME THE WORK IS PHOTOGRAPHED AND THE TIME THE FILM IS AVAILABLE FOR USE.

1085 MEIER, R.C.
THE APPLICATION OF OPTIMUM SEEKING TECHNIQUES OF SIMULATION
JOURNAL OF FINANCIAL AND QUANTITATIVE ANALYSIS VOL.2, NO.1, MARCH 1967, 21P.
COMPUTER

THE PAPER OUTLINES THE CONSTRUCTION OF A GENERAL PURPOSE OPTIMUM-SEEKING COMPUTER PROGRAM DESIGNED TO BE INSERTED IN ANY SIMULATION PROGRAM. THE TECHNIQUE USED IS THE SIMPLEX METHOD, NOT TO BE CONFUSED WITH THE LINEAR-PROGRAMMING COUNTERPART, AND THE PROGRAM AUTOMATICALLY PERFORMS A SERACH FOR THE OPTIMUM COMBINATION OF A SPECIFIED DECISION VARIABLES IN TERMS OF A SPECIFIED CRITERION VARIABLE. THE PROGRAM IS CONSTRUCTED SO THAT THERE IS A MINIMUM OF LINKAGE BETWEEN THE SIMULATION PROGRAM AND THE OPTIMUM-SEEKING PROGRAM.

THE PROGRAM WAS TESTED ON A SIMPLE INVENTORY PROBLEM WITH POSITIVE RESULTS. AN INTERESTING ASPECT OF THIS RESEARCH IS THAT IT HAS FURTHER ESTABLISHED THE VALIDITY OF THE GENERAL CONCEPT OF CLOSED-LOOP CONTROL.

1086 STALSI, WILLIAM J.
EMPLOYMENT AND ECONOMIC GROWTH- SOUTHEAST.'
MONTHLY LABOR REVIEW VOL.91, NO.3, MARCH 1968, 8P.

THE SOUTHEAST HAS UNDERGONE A MARKED TRANSFORMATION SINCE 1940. WORLD WAR II PROVIDED A STIMULUS TO THE CHANGE THAT WAS ALREADY TAKING PLACE, AND THE TRANSITION OF THE SOUTHEAST HAS CONTINUED AT A FAST PACE. IN CAPSULE FORM, THE STORY HAS BEEN ONE OF RAPIDLY DECLINING EMPLOYMENT IN AGRICULTURE WHICH, FOR THE REGION AS A WHOLE, HAS BEEN MORE THAN OFFSET BY EXPANSION IN NON-AGRICULTURE EMPLOYMENT. IN THE SOUTHEAST, HOWEVER THE EXPANSION WAS NOT SUFFICIENT TO COMPENSATE FOR THE COMBINED EFFECTS OF NATURAL POPULATION INCREASE AND A DECLINING AGRICULTURAL EMPLOYMENT. CONSEQUENTLY, A NET MIGRATION FROM THE SOUTHEAST HAS MEANT A DECLINE IN THE REGIONS SHARE OF TOTAL U.S. EMPLOYMENT FROM NEARLY 19 PERCENT IN 1940 TO 17.5 PERCENT IN 1960. THE SOUTHEAST, THEREFORE MUST BE CLASSIFIED AS A SLOW GROWTH REGION.

1087 VIA, EMORY F.
DISCRIMINATION, INTEGRATION, AND JOB EQUALITY.'
MONTHLY LABOR REVIEW VOL.91, NO.3, MARCH 1968, 8P.
RACIAL NEGROES

BECAUSE WHITE-BLACK PERCEPTIONS OF EACH OTHER ARE CRUCIAL TO THE FORMATION OF POLICY, WHAT SHOULD BE OBVIOUS PERHAPS NEEDS NOTATION- WHITE AND NEGROES PERCEIVE THE PLIGHT OF THE NEGROES QUITE DIFFERENTLY. IN GENERAL, NEGROES FELL THAT DISCRIMINATION IS PERVASIVE AND RACIAL. WHITES ARE INCLINED TO THINK THAT DISCRIMINATION IS NOT VERY SEVERE, AND THAT IT IS NOT RACIAL, BUT RECENTLY FROM THE FAILURE OF NEGROES TO MEET STANDARDS-FROM PERSONAL FAILINGS TO LOW MOTIVATION, IRRESPONSIBILITY, OR LACK OF ABILITY.

THE DEGREE OF DESEGREGATION IN THE APPAREL INDUSTRY, MORE RECENTLY IN TEXTILES, IN AUTO AND FARM-IMPLEMENT MANUFACTURING, IN AEROSPACE, AND IN THE TOBACCO INDUSTRY ATTEST OVERWHELMINGLY THAT JOB DESEGREGATION CAN TAKE PLACE IN THE SOUTH. YET, NONE OF THESE INDUSTRIES AS A WHOLE, AND FEW INDIVIDUAL PLANTS ARE FULLY INTEGRATED.

1088 HAMLIN, HEBERT M.
EDUCATION TO SERVE OCCUPATIONAL ENDS.'
MONTHLY LABOR REVIEW VOL.91, NO.3, MARCH 1968, 6P.
EDUCATION TRAINING

IN THE DECADE OF THE SIXTIES THE SOUTH SET THE PACE IN OCCUPATIONAL EDUCATION IN THE PUBLIC SCHOOLS. BY 1963 ALL OF THE SOUTHERN STATES HAD ESTABLISHED OR AUTHORIZED STATE SYSTEMS OF AREA SCHOOLS TO PROVIDE OCCUPATIONAL EDUCATION, USUALLY FOR YOUTH WHO HAVE LEFT THE REGULAR SCHOOLS AND ADULTS OF ALL AGES. THE AREA SCHOOLS ARE BEING SUPPLEMENTED BY OTHERS, EACH DRAWING FROM SEVERAL LOCAL SCHOOLS, TO PROVIDE VOCATIONAL EDUCATION AND TECHNICAL EDUCATION HAVE EVOKED A TREMENDOUS RESPONSE. IT IS NOT UNUSUAL TO DOUBLE OR TRIPLE THE SPACE PROVIDED AFTER THE FIRST FEW YEARS OF OPERATION.

TWO MOTIVES SEEM TO HAVE SPARKED THE RECENT DEVELOPMENTS. FIRST, RECOGNITION OF THE VALUE OF PROVIDING TRAINED EMPLOYEES AS AN ATTRACTION TO NEW BUSINESS AND INDUSTRY. SECOND, THE DESIRE TO INCREASE THE OPPORTUNITIES AND IMPROVE THE EARNING POWER OF LARGE SEGMENTS OF THE POPULATION, WHITE AND BLACK.

1089 BORCK, D.
USING DECISION THEORY IN VALUE ANALYSIS STUDIES.'
SYSTEMS AND PROCEDURES JOURNAL VOL.19, NO.2, MARCH-APRIL 1968, 4P.
COST DECISION-MAKING

A DESCRIPTION OF VALUE ANALYSIS, AN APPROACH TO ELIMINATE UNNECESSARY COST, AND A DISCUSSION OF ITS FUNCTION AND AN ANALYSIS OF THE VARIOUS STEPS INVOLVED IN THE VALUE ANALYSIS JOB PLAN. EMPHASIS IS PLACED ON THE CONCEPT OF VALUE AND THE DECISION-MAKING OF FUNCTIONS OF THE VALUE ANALUST.

THE USE OF DECISION THEORY IN THE DECISION-MAKING STAGES OF VALUE ANALYSIS STUDIES IS EXAMINED. A PAY-OFF MATRIX AND SELECTION MATRIX WHICH INCORPORATES A VALUE INDEX, ARE USED IN THE SITUATION DESCRIBED IN THE ARTICLE. THE USEFULNESS OF DECISION THEORY IN DERIVING A PAY-OFF MATRIX FOR SELECTION OF A PRODUCT FOR VALUE ANALYSIS CONSIDERATION IS SHOWN.

1090 BELLINGHAUSEN, S.M.
PREPARING FOR COMPUTERS.'
MANAGEMENT ACCOUNTING VOL.49, NO.7, MARCH 1968, 6P.
FEASIBILITY CHOOSE

A CAREFULLY EXECUTED FEASIBILITY STUDY AND SUBSEQUENT COMPARISON OF THE COSTS OF OBTAINING THE INFORMATION NECESSARY TO FILL MANAGEMENTS NEEDS MAKE IT POSSIBLE FOR A COMPANY TO REACH AN INTELLIGENT DECISION CONCERNING EXPANSION TO AN ELECTRONIC DATA-PROCESSING SYSTEM. IF THE EXPANSION IS JUSTIFIED THEN IT MUST BE DECIDED WHAT DATA IS TO BE PROCESSED AND WHAT IS TO BE THE END RESULT OF THAT PROCESSING. MANAGEMENT CAN THEN COMPARE EQUIPMENT CAPABILITIES AND CHOOSE THE SYSTEM WHICH WILL PRODUCE THE BEST RESULTS. WITH ADEQUATE PLANNING AND AN EFFECTIVE TIME SCHEDULE CARRIED OUT PRIOR TO INSTALLATION, THE DATA-PROCESSING DEPARTMENT WILL BE CAPABLE OF FULFILLING THE NEEDS OF MANAGEMENT AND THEREBY JUSTIFYING THE EXPANSION PROGRAM.

1091 STEPHENS, GERALD D. APPLEGATE, W. WILLIAM
AUTOMATED INFORMATION RETRIEVAL.'
BESTS INSURANCE NEWS VOL.68, NO.12, APRIL 1968, 3P.
CLERICAL FILING TYPING DICTATING

REPLACEMENT LENS INC., FINDS TIGHT COST CONTROL TO BE ABSOLUTELY ESSENTIAL. THE HIGH-RISK INSURANCE POLICY SOLD ON CONTACT LENSES HAS AN ANNUAL PREMIUM OF ONLY $15. THE OPERATION LEAVES NO ROOM FOR DUPLICATION OF EFFORT OR CLERICAL INEFFICIENCY CAUSED BY POOR CLERICAL SYSTEMS AND FILING PROCEDURES.

AT THE HEART OF THE CLERICAL OPERATIONS IS A PUSH BUTTON MICROFILM FILING SYSTEM WHICH HAS REDUCED INFORMATION RETRIEVAL TIME TO ONE-TENTH OF WHAT IT WAS ORIGINALLY. THE SYSTEM IS RENTED FOR ABOUT $800 A MONTH. A SMALL ELECTRONIC COMPUTER, AUTOMATED ELECTRONIC TYPING EQUIPMENT, A CENTRALIZED DICTATING SYSTEM, AUTOMATIC INSERTING AND COUNTING EQUIPMENT IS ALSO UTILIZED. ALL OF THESE OPERATIONS ARE HANDLED BY JUST 14 EMPLOYEES.

THE BIGGEST SAVING IS THE INCREASED EFFICIENCY AND ACCURACY OF THE OPERATIONS, RESULTING FROM THE ABILITY TO GET DATA MUCH FASTER THAN IN THE PAST.

1092 MILLS, DANIEL Q.
CONSTRUCTION MANPOWER- SUPPLY AND FLEXIBILITY.'
MONTHLY LABOR REVIEW VOL.91, NO.4, APRIL 1968, 4P.

LABOR SHORTAGES WHICH MIGHT OCCUR IN CONSTRUCTION ARE GENERALLY CONFINED TO CERTAIN CRAFTS AND SPECIFIC AREAS. THE SIMULTANEOUS EXISTENCE OF AREAS OF LABOR SHORTAGE AND OF SIGNIFICANT UNEMPLOYMENT RESULTS PRIMARILY FROM LESS THAN PERFECT GEOGRAPHIC MOBILITY OF CRAFTSMEN, AND FROM THE DIFFERING OCCUPATIONAL REQUIREMENTS OF JOBS.

THE CONSTRUCTION INDUSTRY IS CHARACTERIZED BY REMARKABLY SWIFT VARIATIONS IN THE GEOGRAPHIC LOCUS AND COMPOSITION OF BUILDING ACTIVITY. THUS, IN CONSTRUCTION A HIGH DEGREE OF WORKER MOBILITY AND LABOR-FORCE ELASTICITY TO VARIATIONS IN DEMAND, RELATIVE TO OTHER INDUSTRIES AND OCCUPATIONS, MIGHT BE INADEQUATE TO PREVENT TRANSITIONAL SHORTAGES AND SURPLUSES. CURRENTLY, THERE IS ONLY THE MOST RUDIMENTARY INFORMATION CONCERNING THE SIZE AND CHARACTER OF MANPOWER FLOWS TO AND FROM CONSTRUCTION.

1093 MORTON, MICHAEL S.S.
VISUAL DISPLAY SYSTEMS + MANAGEMENT PROBLEM SOLVING
INDUSTRIAL MANAGEMENT REVIEW FALL 1967, 13P.
TIME-SHARING DECISION-MAKING TERMINAL

RECENT ADVANCES IN THE FIELD OF TIME-SHARING AND THE DEVELOPMENT OF VISUAL-DISPLAY TERMINALS COMBINE TO OFFER A POWERFUL TOOL TO THE MANAGER. IT IS NOW TECHNICALLY AND ECONOMICALLY FEASIBLE UNDER MANY CONDITIONS FOR A MANAGER TO USE A VISUAL DISPLAY TERMINAL AS AN AID IN HIS DECISION-MAKING PROCESS. THAT IS, A VISUAL-DISPLAY DEVICE AS PART OF A MANAGEMENT TERMINAL SYSTEM CAN BE AN ACTIVE PARTNER IN AN INTERACTIVE PROBLEM SOLVING SESSION.

THIS PAPER DISCUSSES THE CHARACTERISTICS OF SUCH A MANAGEMENT TERMINAL SYSTEM. IT DOES SO IN LIGHT OF THE LIMITATIONS OF BATCH PROCESSING COMPUTERS AND THE NEEDS OF MANAGERS FOR POWERFUL AND FLEXIBLE ASSISTANCE IN BOTH PROBLEM FINDING AND PROBLEM SOLUTION. GENERAL CHARACTERISTICS OF VISUAL DEVICES AND A SPECIFIC EXAMPLE ARE DISCUSSED.

1094 REYNOLDS, WILLIAM H.
HEURISTICS FOR THE BUSINESSMAN.'
BUSINESS TOPICS VOL.16, NO.1, JAN. 1968, 9P.
CREATIVE PROBLEM-SOLVING

IT IS A COMMONPLACE THAT ONE CANNOT BE TAUGHT TO BE CREATIVE. AT THE SAME TIME, THERE ARE METHODS AND RULES AVAILABLE WHICH SEEM TO FACILITATE CREATIVE PROBLEM SOLVING. THESE RULES ARE CALLED HEURISTICS. THE FIRST PART OF THE PAPER IS CONCERNED WITH THE NATURE OF HEURISTICS AND HOW TO APPLY THEM.

DISCUSSED NEXT ARE HEURISTICS USEFUL IN GETTING NEW PRODUCT IDEAS AND THOSE THAT ARE USEFUL IN SCREENING NEW PRODUCT IDEAS. NEXT THE AUTHOR FOCUSES SOME SUGGESTIONS ARE OFFERED ON HOW TO AVOID BOTH MARKETING MYOPIA AND MARKET HYPEROPIA.

1095 BRUNNER, G.A. CARROLL, S.J.
EFFECT OF PRIOR TELEPHONE APPOINTMENT ON COMPLETION RATES
PUBLIC OPINION QUARTERLY VOL.3, NO.4, WINTER 1967-68, 4P.
SURVEYS TELEPHONE

THE AUTHORS INDICATE THAT RESEARCH IS NEEDED ON THE EFFECTIVENESS OF VARIOUS METHODS IN INCREASING THE COMPLETION RATE IN FIXED ADDRESS SURVEYS. ONE SUCH METHOD THEY NOTE AS BEING WORTHY OF RESEARCH IS THE USE OF PRIOR TELEPHONE CALLS TO SELECTED RESPONDENTS. THE SUGGESTION IS THAT BY CALLING UNITS BEFORE HAND AND ARRANGING AN INTERVIEW IT MAY BE POSSIBLE TO INCREASE THE COMPLETION RATE BY REDUCING THE NOT-AT-HOME RATES. IN THE STUDY MADE, THE DATA CLEARLY INDICATES THAT THE COMPLETION RATE UNDER THE EXPERIMENTAL CONDITION WAS MUCH LOWER IN BOTH OF THE FORMS SELECTED. IT APPEARS THAT A PRIOR TELEPHONE CALL, WHILE NOT AFFECTING THE RESPONSE PATTERN, MAY HAVE A MARKED DETRIMENTAL EFFECT UPON THE OVERALL COMPLETION RATE.

1096 JENSEN, R.E. THOMSEN, C.T.
STATISTICAL ANALYSIS IN COST MEASUREMENT AND CONTROL.'
ACCOUNTING REVIEW VOL.43, NO.1, JAN. 1968, 9P.

THIS ARTICLE OUTLINES A STATISTICAL APPROACH IN COST MEASUREMENT AND CONTROL WHICH CAN BE EASILY IMPLEMENTED IN PRACTICE AND WILL ALLOW ACCOUNTANTS TO CONVERT CERTAIN TYPES OF COSTS CURRENTLY TREATED AS OVERHEAD COSTS INTO TRACEABLE COSTS. IN GENERAL, DETECTION AND MEASUREMENT COSTS INCREASE AS MORE DETAILED INFORMATION ON RESOURCE FLOW IS DESIRED. ACCOUNTING SYSTEMS FOR THIS REASON RESORT TO COLLECTING AGGREGATED INFORMATION. COST MEASUREMENT IN A HOSPITAL LABORATORY IS USED AS AN EXAMPLE IN THIS ARTICLE. THE COSTS DEVELOPED BY THE STATISTICAL METHODS IN THIS PAPER ARE AVERAGE COSTS AND ARE SUITED FOR MAKING DECISIONS REGARDING PRICING OF SERVICES. STATISTICAL COST FINDING IS NO PANACEA FOR ACCOUNTING PROBLEMS- IT IS RATHER A USEFUL TOOL FOR DEVELOPING INFORMATION NOT USUALLY FOUND IN THE BOOKS.
++MAYNOT BE REPRINTED.++

1097 ANONYMOUS **
SCANNERS- WAY TO UNSTOP THE EDP INPUT BOTTLENECK.'
ADMINISTRATIVE MANAGEMENT VOL.29, NO.2, FEB. 1968, 3P.
OPTICAL PUNCHED-CARDS

VERSATILITY IS THE TRADEMARK OF THE NEW OPTICAL SCANNING AND READING MACHINES. UNITS CAN BE PURCHASED WHICH WILL READ TYPED PAGES, HAND PRINTED NUMBERS, COMBINATIONS OF HAND PRINTED NUMBERS AND LETTERS AS WELL AS MARKED FORMS OF VARIOUS SIZES.

A STEADILY GROWING NUMBER OF ADMINISTRATIVE MANAGERS VIEW READERS AS THE MEANS TO ELIMINATE WHAT HAS COME TO BE KNOWN AS THE INPUT BOTTLENECK. THE MACHINES TAKE RAW DATA IN THE FORM OF PUNCHED CARDS, OR OTHER MEANS AND -READ- THEM AT FANTASTIC SPEEDS, AND TRANSFER THE DATA ON THEM TO COMPUTER MEDIA SUCH AS MAGNETIC TAPE.

1098 KLOTZ, AMBROSE
LINE AND STAFF TODAY, WE NEED TO REDEFINE THEIR ROLES.'
ADMINISTRATIVE MANAGEMENT VOL.29, NO.3, MARCH 1968, 3P.
GROUP DECISION-MAKING

LINE-AND-STAFF FUNCTIONS CAN NO LONGER BE DISTINGUISHED BY TRADITIONAL STANDARDS SUCH AS DIRECT CONTRIBUTION TO COMPANY GOALS. IN THE TRADITIONAL LINE-STAFF CONCEPT, LINE OFFICES EXERCISE AUTHORITY IN A VERTICAL CHAIN, WHILE STAFF OFFICES PROVIDE ONLY SUPPORT AND ADVICE TO VARIOUS LINE POSITIONS.

CONTEMPORARY DEVELOPMENTS SUCH AS GROUP DECISION-MAKING ARE CHANGING OR MAKING OBSOLETE THE TRADITIONAL CONCEPT OF SEPARATE LINE AND STAFF FUNCTIONS. MANY POSITIONS TODAY CONSIDERED TO BE STAFF WERE FORMERLY LINE OFFICES.

TODAY STAFF OFFICES OFTEN EXERT SOME AUTHORITY OVER LINE POSITIONS. AUTHORITY FROM TOP-MANAGEMENT PASSES THROUGH SOME STAFF OFFICES, GIVING AUTHORITY INTEGRATIVE NOT VERTICAL, FORCE. IF THE TERM STAFF IS USED TODAY, IT MUST HAVE A NEW DEFINITION AND CONNOTATION.

1099 ANONYMOUS **
HOW TO RATE YOUR EMPLOYEES- SEVEN SYSTEMS MOST FIRMS USE.'
ADMINISTRATIVE MANAGEMENT VOL.29, NO.31, MARCH 1968, 2P.
EVALUATE CRITICAL-INCIDENT

AN EMPLOYEE RATING SYSTEM CAN HELP YOUR FIRM. IT WILL MAKE YOUR COMPANYS PROMOTION POLICIES MORE EQUITABLE, AND THE INFORMATION GAINED BY REGULAR RATINGS CAN BE PUT TO USE IN A WIDE VARIETY OF WAYS.

THE AUTHOR DESCRIBES SOME OF THE ESSENTIAL INGREDIENTS THAT A RATING SYSTEM MUST CONTAIN. NEXT SEVEN RATING SYSTEMS MOST FREQUENTLY USED BY FIRMS ARE DESCRIBED. GRAPHIC RATING SCALES RANK EMPLOYEES ALONG A SCALE RANGING FROM UNSATISFACTORY TO EXCELLENT. RANKING INVOLVES LISTING EMPLOYEES IN ORDER OF THEIR ABILITY. CRITICAL-INCIDENT TECHNIQUE REQUIRES THE RATER ON A SPECIAL FORM TO INDICATE GOOD AND/OR POOR PERFORMANCES BY EMPLOYEES.

1100 KALM, CHARLES
COSTING OUT FILES AND FILING PROCEDURES.'
ADMINISTRATIVE MANAGEMENT VOL.29, NO.4, APRIL 1968, 2P.
STORAGE MICROFILING MICROFILMING

MANY COMPANIES KEEP RECORDS, BUT UNFORTUNATELY MANY DO NOT MANAGE THEM. AS A RESULT, VALUABLE OFFICE SPACE IS FLOODED BY OCEANS OF SEMI-ACTIVE AND INACTIVE RECORDS. ADMINISTRATIVE MANAGERS, REALIZING THE NEGATIVE ECONOMICS OF THIS SITUATION BECOMING INCREASINGLY AWARE OF THE NEED FOR MODERN RECORDS MANAGEMENT PROGRAMS AND SYSTEMS.

CORRUGATED BOXES AND METAL SHELVING IS IN MANY WAYS SUPERIOR TO FILING CABINETS. THEY REQUIRE MUCH LESS FLOOR SPACE, AND ARE COMPARATIVELY INEXPENSIVE. THE TOTAL INVESTMENT IS ONLY ONE-TENTH THAT OF THE COST OF SECURING AND MAINTAINING FILING CABINETS. THE COST OF MICROFILING ONE CUBIC FOOT OF RECORDS ABOUT 2,000 DOCUMENTS IS APPROXIMATELY $20. THIS INCLUDES LABOR, FILM AND DEPRECIATION ON RENTAL OF EQUIPMENT. MANY COMPANIES WILL FIND THAT THE BREAK-EVEN POINT, THE POINT WHICH MICROFILMING BECOMES MORE ECONOMICAL THAN ORIGINAL DOCUMENT STORAGE, IS USUALLY PAST THE REQUIRED RENTENTION PERIOD OF THE DOCUMENT.

1101 ELLOVICH, E.M.
BEWARE OF TOO MUCH EMPHASIS ON TESTS.'
ADMINISTRATIVE MANAGEMENT VOL.29, NO.4, APRIL 1968, 2P.

OVER THE PAST 60 YEARS, THE TEST SCORE HAS BECOME TO MANY EXECUTIVES THE MOST VITAL MEASURE OF AN INDIVIDUAL, UNTIL TODAY YOU FIND EMPLOYEES BEING SELECTED FOR EXECUTIVE TRAINING ON THE BASIS OF PERSONALITY TEST RATINGS.

ALL TOO OFTEN, A MAN'S TEST SCORES DO NOT IN ANY WAY SUPPORT THE WAY HE IS ABLE TO DISCHARGE HIS EXECUTIVE RESPONSIBILITY. TEST USERS MUST COME TO SEE THAT TESTS FOR EXECUTIVES SELECTION AND THE LIKE ARE ONLY ONE SMALL INDEX OF A MAN'S WORTH WITH RESPECT TO A PARTICULAR MANAGEMENT POSITION.

THE TEST SCORE IS PROBABLY BEST UTILIZED AS CORROBORATING EVIDENCE FOR IMPRESSIONS GAINED THROUGH THE STUDY OF AN APPLICANTS BACKGROUND, PRIOR EXPERIENCE AND GENERAL PERSONALITY FORMATION.

1102 WILKINSON, JOHN J.
HOW TO MANAGE MAINTENANCE.'
HARVARD BUSINESS REVIEW VOL.46, MARCH-APRIL 1968, 22P.

CONTRARY TO WHAT MANY BUSINESS MANAGERS HAVE LONG THOUGHT, MAINTENANCE IMPROVEMENT IS NOT A LOST CAUSE. MAINTENANCE WORK CAN BE MEASURED AND CONTROLLED JUST AS OTHER FUNCTIONS CAN, AND ITS EFFECTIVENESS CAN BE IMPROVED IN A SYSTEMATIC WAY.

GENERAL PRINCIPLES TO GUIDE MANAGEMENT, THE KINDS OF CONTROL REPORTS THAT ARE HELPFUL, IMPORTANT TECHNIQUES, AND FUTURE TRENDS IN MAINTENANCE WORK ARE DESCRIBED AND DISCUSSED.

MAINTENANCE IMPROVEMENT AND COST REDUCTION MAY BE DIFFICULT BUT ARE NOT IMPOSSIBLE TO ACHIEVE. GOOD PLANNING HAS BROUGHT MANY COMPANIES SAVINGS OF 20 PERCENT TO 40 PERCENT IN MAINTENANCE LABOR COSTS PLUS SUPERIOR OPERATING

PERFORMANCE. ++ MAYNOT BE REPRINTED.++

1103 WALLS, E. FRANK JR.
PUBLIC EMPLOYMENT IN SAVANNAH GEORGIA.'
PUBLIC PERSONNEL REVIEW, VOL. 29, NO. 2, APRIL 1968, 4P.
NEGROES

THIS IS A REPORT ON THE APPROACH TAKEN BY THE CITY OF SAVANNAH, GEORGIA IN ITS EFFORTS TO EXPAND EQUAL EMPLOYMENT OPPORTUNITIES IN CITY JOBS. WHAT HAS BEEN DONE, WAS DONE VOLUNTARILY WITH WIDESPREAD COMMUNITY SUPPORT. TODAY, ALL POSITIONS IN THE CITY GOVERNMENT ARE OPEN ON AN EQUAL OPPORTUNITY BASIS. NEGROES HOLD POSITIONS AS POLICEMEN, FIREMEN, LIBRARIANS, RECREATION SUPERVISORS, AND REVENUES INVESTIGATORS. THE CITY GOVERNMENT HAS BEEN AT THE FOREFRONT IN IMPROVING COMMUNITY RELATIONS. SAVANNAH'S LEADERS AND CITIZENRY AS A WHOLE HAVE A GREAT DESIRE TO CREATE A FAVORABLE IMAGE OF THE CITY IN ORDER TO ENCOURAGE INDUSTRIAL AND COMMERCIAL DEVELOPMENT.

APPLYING FOR A CITY POSITION IS MADE CONVENIENT. THE CITY OF SAVANNAH RECEIVES APPLICATIONS AT ALL TIMES TO MAKE IT EASIER FOR APPLICANTS OF ALL RACES TO APPLY. PERSONNEL POLICIES AND PROCEDURES ARE BASED ON THE PRINCIPLE OF FAIR AND EQUITABLE TREATMENT FOR EMPLOYEES.

1104 MACY, JOHN W. JR.
PERSONNEL DEVELOPMENTS ON THE U.S. FEDERAL LEVEL.'
PUBLIC PERSONNEL REVIEW VOL.29, NO.2, APRIL 1968, 6P.

NUMEROUS FACTORS ABROAD HAVE HAD A SIGNIFICANT IMPACT ON THE GOVERNMENT AND THE FEDERAL CIVIL SERVICE SYSTEM. THEY PLACED A PARTICULAR STRAIN IN THE SUPPLY OF AVAILABLE TRAINED MANPOWER IN THE NATIONAL LABOR-MARKET, AND STAFFING PROBLEMS WERE AGGRAVATED BY THE HIGH TURNOVER RATES RESULTING FROM INCREASED EMPLOYMENT OPPORTUNITIES. ALL EMPLOYERS- PRIVATE BUSINESS AND INDUSTRY, EDUCATIONAL AND OTHER NONPROFIT INSTITUTIONS, STATE AND THE FEDERAL GOVERNMENT- FOUND COMPETITION ESPECIALLY SEVERE FOR HIGH QUALITY ADMINISTRATIVE, PROFESSIONAL AND TECHNICAL PERSONNEL. OUTSTANDING AMONG NEW DEVELOPMENTS WAS THE INAUGURATION OF THE EXECUTIVE ASSIGNMENT SYSTEM. PRESIDENT JOHNSON SIGNED AN EXECUTIVE ORDER ESTABLISHING THE SYSTEM FOR EMPLOYEES IN THE EXECUTIVE BRANCH OF THE GOVERNMENT AT THE GS-16, 17, 18 LEVELS. ANOTHER OF THE OUTSTANDING ADVANCES IN 1967 WAS THE ISSUANCE OF NEW EXECUTIVE ORDER PROVIDING FOR THE FURTHER TRAINING OF GOVERNMENT EMPLOYEES.

1105 ROBBINS, SELWYN
HOW TO MAKE FILMSTRIPS OUT OF MOVIES.'
ADVERTISING AND SALES PROMOTION VOL.16, APRIL 1968, 2P.

THE FILMSTRIP IS THE FASTEST GROWING SEGMENT OF THE AUDIO-VISUAL INDUSTRY. ITS USES EMBRACE THE ENTIRE SPECTRUM OF MASS COMMUNICATIONS APPLICATIONS.

FILMSTRIPS CAN BE MADE FROM MANY FORMS OF ORIGINAL COPY- BUT SPECIAL CARE MUST BE TAKEN TO OVERCOME THE PROBLEMS WHEN MOTION PICTURE FILM IS USED AS THE ORIGINAL SOURCE MATERIAL.

THE INDIVIDUAL FILM FRAMES MUST BE CHOSEN CAREFULLY FOR FILMSTRIP REPRODUCTION TO ELIMINATE BLURRED MOVEMENT AND COLOR SHIFTS NOT EVIDENT IN THE MOTION PICTURE PREPARATION. CARE SHOULD ALSO BE TAKEN TO DEAL WITH A LABORATORY SPECIFICALLY ENGAGED IN THE PRODUCTION OF FILMSTRIPS TO GET QUALITY FINISHED PRODUCTS.

FILMSTRIPS DO NOT COMPETE WITH MOTION PICTURES- EACH HAS ITS SPECIFIC USES AND ADVANTAGES AND PRODUCTION REQUIREMENTS.

1106 DOHRENWEND, B.J.
SOURCES OF REFUSALS IN SURVEYS.'
PUBLIC OPINION QUARTERLY VOL.32, NO.1, SPRING 1968, 10P.

DO INTERVIEWERS OR RESPONDENTS CAUSE REFUSALS TO ANSWER SURVEY QUESTIONS. THIS STUDY SHOWS THAT BOTH OR EITHER MAY SOMETIMES BE INFLUENTIAL, AND INTERVIEWERS SOLELY. THE RESULTS OF ASSESSMENT OF INTERVIEWER AS AGAINST RESPONDENT RESPONSIBILITY FOR REFUSALS INDICATE THAT IT IS POSSIBLE TO IDENTIFY CASES FOR WHICH EACH IS RESPONSIBLE. PARTLY AS A TACTIC TO ENCOURAGE INTERVIEWER PERSISTANCE, FIELD RESEARCHERS HAVE GENERALLY WORKED ON THE ASSUMPTION THAT REFUSALS ARE DUE ALMOST WHOLLY TO POOR INTERVIEWING. SINCE REFUSALS CAN BE PRECIPITATED BY THE WRONG APPROACH ON THE INTERVIEWERS PART, HE MUST BE ENCOURAGED TO THINK AND ACT AS IF EVERY RESPONDENT CAN BE PERSUADED TO COOPERATE. THIS NECESSARY SET IN THE FIELD SHOULD NOT BLIND THE SURVEY ANALYST TO THE FACT THAT POTENTIAL RESPONDENTS WHO REFUSE TO COOPERATE WITH COMPETENT INTERVIEWERS PROBABLY DIFFER IN SOME RESPECTS FROM THOSE WHO DO COOPERATE.

1107 DRATTELL, ALAN
SCANNING THE WORLD OF OCR.'
BUSINESS AUTOMATION VOL.15, JAN. 1968, 8P.
OPTICAL CHARACTER KEYPUNCHING

MORE THAN 400 U.S. BUSINESS FIRMS ARE USING MACHINES THAT READ TYPED OR PRINTED CHARACTERS AS A MEANS TO GET INFORMATION INTO COMPUTERS FOR PROCESSING. FOR SOME COMPANIES, OPTICAL CHARACTER RECOGNITION UNITS ARE THE ONLY PRACTICAL WAY TO COPE WITH MAMMOTH VOLUMES OF INPUT DATA- FOR OTHERS OPTICAL-CHARACTER-RECOGNITION SUPPLEMENTS KEYPUNCHING AND OTHER METHODS OF PREPARING DATA FOR A COMPUTER.

OPTICAL SCANNING IS GAINING WIDE ACCEPTANCE AMONG USERS AS A FAST, ACCURATE AND RELATIVELY ECONOMICAL MEANS OF PROVIDING INPUT FROM SOURCE DOCUMENTS.

SOME OF THE EARLY PROBLEMS, SPECIFIC MODELS PRESENTLY AVAILABLE, AND SPECIFIC USER APPLICATIONS ARE DISCUSSED.

1108 MCKEE, DAVID T.
A LOGICAL ALLIANCE- TESTS AND INTERVIEWS.'
THE PERSONNEL ADMINISTRATOR VOL.13, MARCH-APRIL 1968, 4P.
EMPLOYEE SELECTION

THIS ARTICLE PROVIDES SOME MEANINGFUL EXPLANATION OF WHY AND HOW PSYCHOLOGICAL TESTS AND THE EMPLOYMENT INTERVIEW SUPPLEMENT EACH OTHER IN THE EMPLOYEE-SELECTION PROCESS. THE VALUE OF A TESTING PROGRAM IS KNOWN WHEN IT AIDS IN SELECTING MORE GOOD PERFORMING AND FEWER POOR PERFORMANCE EMPLOYEES- IT MEASURES AN INDIVIDUALS ABILITIES AND APTITUDES.

THE EMPLOYMENT INTERVIEW SHOULD SUCCEED IN GIVING A CANDIDATE INFORMATION ABOUT THE COMPANY, IN OBTAINING INFORMATION ABOUT THE CANDIDATE, AND IN ESTABLISHING A FRIENDLY RELATIONSHIP.

USING INTERVIEWS AND TESTS TOGETHER GIVE THE EMPLOYER MORE BASIS TO JUDGE A CANDIDATES LIKELIHOOD OF SUCCESS IN A PARTICULAR JOB. BUT THE COMPANY MUST UNDERSTAND THE FUNCTION AND RELATIVE IMPORTANCE OF EACH TOOL TO SELECT THE RIGHT MAN CONSISTENTLY.

1109 BRUMMETT, R.L. FLAMHOLTZ, E.G. PYLE, W.C.
HUMAN RESOURCES MEASUREMENT. ++ MAYNOT BE REPRINTED.++'
ACCOUNTING REVIEW VOL.43, NO.2, APRIL 1968, 8P.

CORPORATE MANAGERS ARE SHOWING CONCERN THAT THEY CANNOT GET INFORMATION RELATING TO THE CONDITION OF THEIR FIRMS HUMAN RESOURCES AND HOW THEY ARE CHANGING. AS CORPORATE MANAGERS MAKE EXPENDITURES WHICH THEY JUSTIFY AS INVESTMENTS IN HUMAN RESOURCES, ACCOUNTANTS REFLECT THEM AS IMMEDIATE CHANGES TO INCOME WITHOUT CONSIDERING THE TIMING OF EXPECTED BENEFITS. THERE IS REASON TO BELIEVE THAT A FIRM WITH A HIGH HUMAN ASSET INVESTMENT RATIO WILL ULTIMATELY GENERATE HIGHER PROFITS. MANAGERS DO NOT HAVE ADEQUATE MEASURES OF THE MAGNITUDE OF LOSSES RELATED TO PERSONNEL TURNOVER. A NET INCOME FIGURE ADJUSTED FOR CHANGES IN THE VALUE OF HUMAN RESOURCES WOULD GIVE A MORE REALISTIC MEASUREMENT OF MANAGERIAL EFFECTIVENESS. THE AUTHORS ARE NOW INVOLVED IN RESEARCH IN HUMAN RESOURCES ACCOUNTING WHICH IS FOCUSED ON DEVELOPING HUMAN RESOURCE ACCOUNTING SYSTEMS IN A NUMBER OF CORPORATIONS AND FORMULATING GENERALIZATIONS ABOUT WAYS IN WHICH INFORMATION PRODUCED BY SUCH SYSTEMS SHOULD BE USED.

1110 ULLMAN, JOSEPH C.
DIFFERENCES IN THE COST OF SEARCHING FOR CLERICAL WORKERS
THE JOURNAL OF BUSINESS VOL.41, NO.2, APRIL 1968, 13P.

CURRENTLY REVIEWED INTEREST IN THE ROLE AND OPERATION OF LABOR-MARKET INFORMATION-SYSTEMS ARISES FROM THE HOPE THAT IMPROVEMENTS IN THE EFFICIENCY OF THESE SYSTEMS WILL LEAD TO LABOR MARKETS THAT FUNCTION MORE EFFECTIVELY.

THROUGH STATISTICAL ANALYSIS THE AUTHOR FINDS THAT SEVERAL INFERENCES MAYBE DRAWN FROM THE GENERAL CONCLUSION THAT WAGES, SEARCH, AND TRAINING ARE SUBSTITUTES. 1. ENOUGH WORKERS IN THESE MARKETS HAVE INFORMATION ABOUT WHICH ARE THE HIGHWAGE COMPANIES TO GENERATE SUBSTANTIAL DIFFERENCES IN THE AMOUNT OF SEARCH CARRIED ON BY DIFFERENT EMPLOYERS. 2. COMPARING INTERFIRM WAGES DOES NOT GIVE AN ADEQUATE PICTURE OF COST DIFFERENCES. 3. THE BEST JOBS ARE MOST OFTEN FOUND THROUGH INFORMAL CHANNELS, RATHER THAN THROUGH INTERMEDIARIES AND 4. THERE ARE SUBSTANTIAL DIFFERENCES IN WAGE RATES IN THESE MARKETS THAT WERE NOT ACCOUNTED FOR BY CONSIDERING SEARCH AND TRAINING COSTS.

1111 TAYLOR, DAVID P.
DISCRIMINATION + OCCUPATIONAL WAGE DIFFERENCES
INDUSTRIAL AND LABOR RELATIONS REVIEW VOL.21, NO.3, APRIL 1968, 16P.
UNSKILLED-LABOR

EMPLOYMENT DISCRIMINATION AGAINST NEGROES OCCURS EVEN IN UNSKILLED OCCUPATIONS, ACCORDING TO THIS STUDY, WHICH IS BASED ON A SURVEY OF EIGHTY ESTABLISHMENTS IN THE CHICAGO AREA. TWO OCCUPATIONS ARE EXAMINED- MATERIAL HANDLER AND JANITOR. THE AUTHOR FINDS LESS WAGE AND EMPLOYMENT DISCRIMINATION AGAINST NEGROES IN JANITORIAL WORK, A DEAD-END OCCUPATION, THAN IN MATERIAL HANDLING, AN OCCUPATION WHICH AFFORDS SOME OPPORTUNITY FOR UPWARD JOB MOVEMENT. THE LATTER OBSERVATION IS SIGNIFICANT BECAUSE THE EARLIER RESEARCH AT THIS LOW OCCUPATIONAL LEVEL HAD INDICATED THAT DISCRIMINATION HAD THE LEAST IMPACT.

1112 ANONYMOUS **
MORE WORK GOES TO MICROFILM.'
ADMINISTRATIVE MANAGEMENT VOL.29, NO.5, MAY 1968, 8P.

MICROFILM IS SO VERSATILE THAT A FIRM CAN BENEFIT FROM A LIMITED USE OF IT AT MINIMAL COST OR GO ALL OUT AND ESTABLISH A FULL SYSTEM. THIS INCLUDES FROM FILMING TO DUPLICATION ON FILM OR PAPER.

MICROFILM CAN BE PUT TO WORK IN FILING, REPRODUCTIONS, OR EVEN IN COMPANY PUBLICATIONS SUCH AS CATALOGS. SOME MANUFACTURERS OFFER MICROFILMING AND FILM DUPLICATING SERVICES AT ECONOMICAL PRICES.

THE ARTICLE INCLUDES AN EXTENSIVE CHART WHICH ACTS AS A GUIDE TO MICROFILM READERS AND READER-PRINTERS. THE CHART INCLUDES THE PRICE, DIMENSIONS, TYPE OF FILM ACCOMODATED, WHETHER PRINTS CAN BE MADE, ETC. FOR OVER 90 MODELS AND 23 MICROFILM CAMERAS.

1113 GARRITY, JOHN T.
RED INK FOR GHETTO INDUSTRIES.'
HARVARD BUSINESS REVIEW VOL.46, MAY-JUNE 1968, 11P.
INNER-CITIES URBAN HARD-CORE UNEMPLOYED

IN THE MIDST OF ALL THE GHETTO FERMENT, INDUSTRY LEADERS ARE BEING BESIEGED ON ALL SIDES TO -DO SOMETHING- ABOUT PROVIDING MEANINGFUL EMPLOYMENT OPPORTUNITIES FOR THE INNER-CITIES HARD-CORE -UNEMPLOYABLES-. BUSINESSMEN CAN AND SHOULD RESPOND, BUT ON THE BASIS OF A CAREFUL AND REASONED DETERMINATION OF THE ISSUES AND IMPLICATIONS, AND THE FINANCIAL RESOURCES AVAILABLE ON AN INDUSTRY-GOVERNMENT PARTNERSHIP ARRANGEMENT TO HELP SOLVE THIS URGENT URBAN PREDICAMENT.

THIS ARTICLE VIVIDLY ILLUSTRATES THE COSTS OF EMPLOYING THE HARD-CORE UNEMPLOYED BY DESCRIBING AND COMPARING A HYPOTHETICAL GHETTO COMPANY AND OUTER CITY COMPANY. THE EMOTIONAL APPEALS TO EMPLOY THE UNEMPLOYABLES NEED TO BE BALANCED BY ANALYSIS OF THE RISKS AND OPTIONS. ++ MAY NOT BE

REPRINTED.++

1114 HAYNES, ULRIC
EQUAL JOB OPPORTUNITY- THE CREDIBILITY GAP.'
HARVARD BUSINESS REVIEW VOL.46, MAY-JUNE, 1968, 8P.
NEGRO MINORITY

A STUDY OF 100 OF OUR LARGEST CORPORATIONS HAS SHOWN THAT NEGROES CONSTITUTE A MERE 2.6 PERCENT OF THEIR NEW YORK CITY HEADQUARTERS STAFFS- THIS IN A CITY THAT HAS A LARGE NEGRO POPULATION WITH WHITE-COLLAR POTENTIAL. IT IS NO WONDER THAT NEGROES AND MEMBERS OF OTHER MINORITY GROUPS VIEW WITH DISBELIEF BUSINESSES CLAIMS OF BEING EQUAL OPPORTUNITY EMPLOYERS.

THE BIG OBSTACLE TO SUCCESSFUL IMPLEMENTATION OF EQUAL EMPLOYMENT OPPORTUNITY POLICY IS THE CREDIBILITY GAP- THE GAP BETWEEN WHAT BUSINESS SAYS IT IS DOING AND WHAT THE POTENTIAL WHITE-COLLAR MINORITY GROUP EMPLOYEE SEES IT DOING.

TO SHORTEN THIS GAP, BUSINESS MUST MAKE A VISIBLE EFFORT TO CONVINCE THE QUALIFIED MINORITY MEMBER THAT THE COMPANY WILL USE HIS SKILLS, TALENT AND POTENTIAL. ++ MAY NOT BE REPRINTED.++

1115 RUSSO, SABATINO A.
JOB PERFORMANCE OF OLDER PERSONS.'
THE PERSONNEL ADMINISTRATOR, VOL. 13,3, MAY-JUNE, 1968, 5P.
YOUNG

A TEMPORARY HELP SERVICE CAN BE EFFECTIVELY USED BY OLDER PERSONS INTENT UPON RE-ENTERING THE JOB MARKET- AS ILLUSTRATED HERE BY A PARTICULAR CASE STUDY.

LATEST STUDIES SHOW OLDER WORKERS COMPARE WELL IN SAFETY RECORDS. THEIR TURN-OVER RATE IS LOWER, THEY DONT ENGAGE IN JOB-JUMPING AS YOUNGER PEOPLE DO DURING AN UNSETTLED PERIOD IN THEIR LIVES. OFTEN THE MATURE WORKER HAS THE ABILITY TO WORK WITH LESS SUPERVISION AND GREATER DISCRETION, INITIATIVE, AND JUDGEMENT.

THERE ARE MANY JOB OPENINGS TODAY, WHERE MATURITY, BACKGROUND, AND EXPERIENCE IN LIFE COUNT AS HEAVILY IN THE APPLICANTS FAVOR AS JOB EXPERIENCE OR SKILLS.

1116 MARGETTS, SUSAN
THE STAGGERING COST OF THE ALCOHOLIC EXECUTIVE.'
DUNS REVIEW, VOL.91, NO.5, MAY 1968, 4P.

THERE ARE 3 MILLION WORKING ALCOHOLICS IN THE U.S. TODAY. THEY ARE RUNNING UP A STAGGERING BAR BILL FOR AMERICAN INDUSTRY OF OVER 7.5 BILLION A YEAR. THIS IS ALMOST EQUAL TO FOUR TIMES THE PROFITS OF GENERAL MOTORS.

THE EXECUTIVE REQUIRES A LARGE TRAINING COST, PLUS CONSIDERABLE SALARY. HIS TIME IS VALUABLE, YET NOT SPENT ON COMPANY RESPONSIBILITIES. UNFORTUNATELY, ALCOHOLISM USUALLY HITS AN EXECUTIVE IN HIS PRIME WORKING YEARS, 35-50.

THE BIGGEST DIFFICULTY IS EDUCATION. EMPLOYEES MUST REALIZE THIS IS A DISEASE AND SHOULD BE BROUGHT INTO THE OPEN FOR CURE. IN HARTFORD, CONN. A GROUP OF BUSINESSMEN HAVE ESTABLISHED THE GREATER HARTFORD COUNCIL OF ALCOHOLISM TO PROMOTE EDUCATION OF THIS DISEASE.

1117 FLAIM, PAUL O.
JOBLESS TRENDS IN 20 LARGE METROPOLITAN AREAS.'
MONTHLY LABOR REVIEW VOL.91, NO.5, MAY 1968, 13P.
NONWHITE UNEMPLOYMENT RATE

THE TWENTY LARGEST METROPOLITIAN AREAS IN 1967 HAD AN UNEMPLOYMENT RATE ABOUT EQUAL TO THAT OF THE U.S. AS A WHOLE, THEIR AVERAGE RATE WAS 3.9 PERCENT. BUT JOBLESSNESS WAS MORE SEVERE -4.7 PERCENT- AMONG RESIDENTS OF CENTRAL CITIES, MANY OF WHOM ARE NONWHITE, THAN IN THE SUBURBS.

THE NONWHITE UNEMPLOYMENT RATE IN THE METROPOLITAN AREAS WAS MORE THAN DOUBLE -7.5 PERCENT- THE WHITE RATE. THE AUTHOR CONTENDS -THE GRAVEST PROBLEMS CONFRONTING OUR URBAN CENTERS ARE CLEARLY REFLECTED IN THE UNEMPLOYMENT SITUATION FOR THE CENTRAL CITIES.

1118 PRESTON, G.R.
CONSIDERATIONS IN LONG RANGE PLANNING.'
FINANCIAL EXECUTIVE, VOL. 36, NO.5., MAY 968, 3P.

THE CHALLENGE TO EFFECTIVE LONG-RANGE PLANNING IS A WORKABLE RELATIONSHIP BETWEEN PRODUCT AND MARKET PLANNING AND THE EXPRESSION OF STUDY RESULTS IN THE FINANCIAL LANGUAGE OF TOP-MANAGEMENT. TO MEET THIS CHALLENGE, THE AUTHOR ADVOCATES TOP DOWN PLANNING, WHICH COORDINATES THE OBJECTIVES OF ALL OPERATING LEVELS. THE ESSENTIALS OF EFFECTIVE PLANNING ARE ACCURATE AND MEANINGFUL INFORMATION, ANALYSIS AND RESPONSE. BY DEVELOPING A SUCCESSFUL LONG RANGE PLAN, A COMPANY LEAVES OPEN THE POSSIBILITY OF EFFECTING ITS OWN DESIGNS FOR THE FUTURE. PLANNING SHOULD STIMULATE CREATIVE THINKING, IT SHOULD LEAD TO A UNIFIED SET OF OBJECTIVES WHILE PERMITING FLEXIBILITY IN HOW TO ACHIEVE THEM.

1119 REUTER, VINCENT G.
THE SUCCESS STORY OF VALUE ANALYSIS, VALUE ENGINEERING.'
JOURNAL OF PURCHASING VOL.4, NO.2, MAY 1968, 18P.
COST REDUCTION ECONOMICAL

VALUE-ANALYSIS AND VALUE-ENGINEERING ARE COMPANION TOOLS, DEVELOPED LARGELY SINCE WORLD WAR II, WHICH HAVE PROVEN TO BE OF TREMENDOUS VALUE TO MANAGEMENT IN ITS CONTINUING FIGHT TO REDUCE COSTS AND PRODUCE BETTER PRODUCTS. VA/VE IS AN EFFECTIVE TOOL FOR COST REDUCTION. WHEN USED PROPERLY, PRODUCT DESIGN COSTS ARE MINIMIZED AND PURCHASED MATERIALS COSTS ARE REDUCED.

MAJOR FACTORS IN THE SUCCESS OF VA/VE PROGRAM ARE STRONG MANAGEMENT BACKING, A QUALIFIED VA/VE COORDINATOR, CORRECT LOCATION OF FUNCTION, A TRAINING PROGRAM, COOPERATION, ADEQUATE STAFFING, ADEQUATE FINDING, AND VENDOR ASSISTANCE. FURTHERMORE, THE FACTORS OF COMPANY SIZE PRODUCTS, AND PROCESSES ARE NOT LIMITATIONS FOR THE APPLICATION OF VA/VE, AND AS A RESULT OF A SUCCESSFUL PROGRAM, PRODUCT DESIGNERS WILL BE INSPIRED TO PRODUCE BETTER AND MORE ECONOMICAL DESIGNS INITIALLY.

1120 ANONYMOUS **

NEW COMPUTERS SUPPORT AUTOMATED CENTRAL FILES.'
SAVINGS AND LOAN NEWS VOL.89, NO.5, MAY 1968, 2P.

A MAJOR NEW COMPUTER FAMILY DESIGNED TO BRING AUTOMATED CENTRAL FILE SYSTEMS WITHIN THE FINANCIAL REACH OF PRACTICALLY ALL SAVINGS AND LOAN INSTITUTIONS HAS BEEN DEVELOPED BY THE NATIONAL CASH REGISTER COMPANY. THESE SAVINGS AND LOAN ASSOCIATIONS ALREADY ANNOUNCED PLANS FOR HIGHLY SOPHISTICATED MANAGEMENT INFORMATION-SYSTEMS DESIGNED AROUND THE NEW COMPLTER.

INCLUDED AS BASIC EQUIPMENT IN NCRS CENTURY 100, THE LOWEST OF THE TWO SYSTEMS CURRENTLY BEING INTRODUCED ARE A CENTRAL PROCESSOR WITH A 16,000 CHARACTER ULTRA-HIGH SPEED THIN-FILM MAIN MEMORY, A TWO-DISC, REMOVABLE-PACK FILE WITH A CAPACITY OF 8.4 MILLION CHARACTERS, A HIGH SPEED PRINTER, A CHOICE OF PUNCHED TAPE OR PUNCHED CARD READER, AND A COMMUNICATION TRUCK OPERATION, WHICH PERMITS THE USE OF ON-LINE INQUIRY AND INPUT DEVICES, INCLUDING TELLER TERMINALS OR EXECUTIVE INQUIRY UNITS.

1121 MYERS, JOHN G. NICOSIA, FRANCESCO M.
ON THE STUDY OF CONSUMER TYPOLOGIES.'
JOURNAL OF MARKETING RESEARCH VOL.5, NO.2, MAY 1968, 12P.
CLIENT

THIS ARTICLE PRESENTS A NEW METHOD OF EMPIRICAL CLASSIFICATION, SHOWS HOW IT IS USED TO DEVELOP A CONSUMER TYPOLOGY. IT THEN TESTS THE SENSITIVITY OF THE TYPOLOGY TO VARIOUS CHANGES IN ASSUMPTIONS, OPERATIONS AND PROCEDURES.

THESE OPERATIONAL EFFECTS ARE CONSIDERED FROM THE VIEWPOINT OF THEIR SIGNIFICANCE IN TYPOLOGY GENERATION AND FOR THE LONG-RUN POTENTIAL OF CLASSIFICATION METHODS AND PROCEDURES IN MARKETING AND MARKET SEGMENTATION. ++ MAY NOT BE REPRINTED.++

1122 BERKWITT, GEORGE J.
SYSTEMS- TOO MUCH TOO SOON.'
DUNS REVIEW VOL.91, NO.6, JUNE 1968, 5P.
SYSTEMS-APPROACH

MORE THAN A FEW U.S. CORPORATIONS HAVE HAD COSTLY EXPERIENCES AS A RESULT OF TOO HASTY OR TOO UNCRITICAL USE OF SYSTEMS- INCLUDING IBM. SYSTEMS AND THE SYSTEMS APPROACH DO HAVE POSITIVE CONTRIBUTIONS TO THE ACT OF MANAGEMENT TODAY. THEY SUGGEST FORMALIZED WAYS OF BRINGING ORDER OUT OF CHAOS.

THE SYSTEMS APPROACH RECEIVED A MAJOR IMPETUS SEVERAL YEARS AGO, WHEN SEC. OF DEFENSE MAC NAMARA BORROWED SYSTEMS PRINCIPLES THAT HE USED SUCCESSFULLY AS PRESIDENT OF FORD AND APPLIED THEM TO THE ARMED SERVICES. THIS SAVED MILLION OF DOLLARS. RIGHT NOW, SYSTEMS HAVE BARELY LEFT THE LAUNCHING PAD. ONLY A SMALL PART OF THE ECONOMY HAS BEEN AFFECTED BY THEM. THE PUBLICITY HAS OUTSTRIPPED THE RECORD OF SUCCESS.

SYSTEMS OF MANY KINDS HAVE BEEN PROVED OUT, SO IT IS WELL KNOWN THAT THEY CAN WORK. THE REAL RISKS LIE IN THE WAY THEY ARE PLANNED AND USED.

1123 GILMORE, H. A.
TELEPHONE USE- KEEP THE LINES OPEN.'
ADMINISTRATIVE MANAGEMENT, VOL. 29, NO. 6, JUNE 1968, 1P.

AT A SMALL OFFICE, EVERY TIME YOU TALK TO AN OPERATOR, YOU MAY BE TIEING UP A LARGE PERCENTAGE OF THE COMPANIES ANSWERING SERVICE. IF ONE OPERATOR IS BEING TIED UP AND ANOTHER CALL COMES THROUGH WITH A HOLD WHILE THE SPEAKER IS CONTACTED, A GREAT PERCENTAGE OF THE ANSWERING SERVICE IS NOW UNAVAILABLE. THE OPERATORS DURING HOLD CALLS ARE UNABLE TO PERFORM ANY FUNCTIONAL DUTIES.

1124 GILBREATH, V. RAY
INFORMATION PROCESSOR- FRIEND OR FOE.'
ADMINISTRATIVE MANAGEMENT, VOL. 29, NO. 6, JUNE 1968, 2P.

MANAGERS MUST ESTABLISH AN EFFECTIVE WORKING RELATIONSHIP WITH THE PEOPLE WHO SUPPLY THEIR INFORMATION. IF THE INFORMATION PROCESSOR FULFILLS HIS RESPONSIBILITIES, HE PROVIDES MANAGERS WITH EVER INCREASINGLY INTELLIGENT INFORMATION WITH WHICH TO MAKE THEIR DECISIONS.

THESE RESPONSIBILITIES INCLUDE DEVISING THE METHODS BY WHICH INFORMATION IS COLLECTED, PROCESSED, AND DISTRIBUTED. THE ACTIVITIES ARE DELEGATED TO HIM BY MANAGEMENT.

THERE ARE OTHER FACTORS WHICH FURTHER COMPOUND THE REQUIREMENT FOR INTERACTION. INFORMATION PROCESSORS RECEIVE REMUNERATION AND THIS GIVES MANAGEMENT THE PRIVILEGE TO DELEGATE WORK TO THEM. THE DECISION TO ACCEPT THE REMUNERATION AND THE RESPONSIBILITY AND AUTHORITY LIES WITH THE DATA PROCESSOR.

1125 MITZEL, HAROLD E.
FIVE BARRIERS HINDERING COMPUTER ASSISTED INSTRUCTION.'
ADMINISTRATIVE MANAGEMENT, VOL. 29, NO. 6, JUNE 1968, 2P.
CAI

COMPUTER ASSISTED INSTRUCTION IS GROWING IN IMPORTANCE AS A TRAINING TOOL. ONE OF ITS MOST IMPORTANT ASPECTS IS THE USE OF THE COMPUTER AS A PREPROGRAMMED CONTROL DEVICE UTILIZING MULTIPLE DISPLAY, WHICH TUTORS THE LEARNER IN SUBJECT MATTER CONTENT.

TODAY, THERE ARE FIVE MAJOR BARRIERS HINDERING THE DEVELOPMENT OF CAI IN THIS FORM. THEY ARE- FIRST, A LACK OF KNOWLEDGE CONCERNING THE APPROPRIATE MIX BETWEEN COMPUTER-MEDIATED INSTRUCTION AND TEACHER-MEDIATED INSTRUCTION. SECOND, A LACK OF COMPATABILITY BETWEEN COMPUTER SYSTEMS. THIRD, A GAP BETWEEN HARDWARE AND SOFTWARE. FOURTH, LACK OF EXPERIENCE IN/AND METHODS FOR CONSTRUCTING MEASURES WITH WHICH TO EVALUATE CAI COURSES. FIFTH, INORDINATE AMOUNTS OF TIME REQUIRED TO PREPARE A COURSE OF INSTRUCTION FOR CAI PRESENTATION.

1126 SPRAGUE, CHRISTOPHER R. NESS, DAVID N.
PRIVACY AND A NATIONAL DATA BANK.'
BANKING, VOL. 60, NO. 12, JUNE 1968, 3P.

THE PROPOSAL FOR A -NATIONAL DATA SYSTEM- HAS

ENCOUNTERED STRONG CRITICISM. THE CENTER IS INTENDED TO SUPPRESS INFORMATION ABOUT INDIVIDUALS AND TO PROVIDE STATISTICAL INFORMATION ONLY. ARGUMENTS IN FAVOR OF THE CENTER ARE- ONE, THE GOVERNMENT ALREADY COLLECTS MUCH INFORMATION. SECOND, THE DATA WOULD BE INVALUABLE TO THOSE CHARGED WITH PLANNING. THIRD, THE SYSTEM WOULD HAVE ADEQUATE SAFEGUARDS TO PREVENT IS MISUSE.

ARGUMENTS AGAINST INCLUDE- ONE, TOO MUCH POWER WOULD BE PLACED IN THE HANDS OF THE CENTERS OPERATORS. SECOND, ANY MINOR BRUSH WITH THE LAW WOULD FOLLOW A CITIZEN FOR HIS ENTIRE LIFE. THIRD, A COMPUTER ERROR COULD PROVE DISASTROUS. FOURTH, THIS IS AN INVASION OF AN INDIVIDUALS PRIVACY.

THE AUTHOR CONCLUDES THAT THE ARGUMENTS AGAINST SUCH A SYSTEM ARE JUSTIFIED, YET THE ADVANTAGES OUTWEIGH THE DISADVANTAGES.

1127 GLENNEY, ROBERT G. MACDONALD, BRIAN
OCCUPATIONS IN RADIO-TV COMMUNICATION EQUIPMENT MANUFACTURING.'
MONTHLY LABOR REVIEW, VOL. 91, NO. 6, JUNE 1968, 2P.

OVER TWO-FIFTHS OF THE WORKERS IN THE RADIO AND TELEVISION COMMUNICATION EQUIPMENT INDUSTRY IN SEPT. 1967 WERE IN PROFESSIONAL AND WHITE-COLLAR OCCUPATIONS. MORE THAN A THIRD WERE EMPLOYED IN SKILLED TRADES AND OTHER MANUAL OCCUPATIONS, AND ALMOST A FIFTH IN CLERICAL WORK. THE REMAINDER WERE IN SERVICE OCCUPATIONS.

TOTAL EMPLOYMENT IN THE INDUSTRY INCREASED BY 90 PERCENT FROM 1958-67 FROM 195,000 TO 371,000. THIS GROWTH IN TURN, REFLECTS THE EXPANSION IN THE OUTPUT IN THE PAST DECADE OF SUCH PRODUCTS AS ELECTRONIC SEARCH AND DETECTION APPARATUS, ELECTRONIC NAVIGATION AIDS, AND COMMERCIAL INDUSTRIAL, AND MILITARY ELECTRONIC COMMUNICATION EQUIPMENT. THE SUBSTANTIAL AMOUNT OF RESEARCH AND DEVELOPMENT CARRIED ON IN THE INDUSTRY ACCOUNTS IN GOOD PART FOR THE FACT THAT 59 PERCENT OF EMPLOYMENT IS IN WHITE-COLLAR OCCUPATIONS.

1128 HAITLAND, SHERIDAN T.
RURAL TO URBAN TRANSITION.'
MONTHLY LABOR REVIEW, VOL. 91, NO. 6, JUNE 1968, 5P.

MOST PERSONS MAKING THE MOVE FROM FARM TO CITY REMAIN IN THE REGION OF THEIR ORIGIN. THE EXCEPTION IS THE SOUTHERN NEGRO. THE MIGRANT GENERALLY ARRIVING IN THE CITY IS POOR, WITHOUT MUCH TRAINING OR EDUCATION.

HE IS OFTEN THE VICTIM OF DISCRIMINATION, AND NEEDS HELP IN ADJUSTING TO CITY LIFE. THE MIGRANT ACTUALLY NEEDS AID, BEFORE ENTERING THE CITY. THE AUTHOR SUGGESTS A PROGRAM TO OFFER CURRENT INFORMATION ON THE EMPLOYMENT OPPORTUNITIES, HOUSING, AND SUPPORTIVE SERVICES IN THE MIGRANTS REGION AS WELL AS IN ALL OF THE IMPORTANT RECEIVING CENTERS AROUND THE COUNTRY. THIS SUGGESTS A NATIONWIDE SYSTEM OF MIGRANT SERVICE CENTERS IN SENDING AND RECEIVING COMMUNITIES. THE ACTIVITIES IN SENDING AREAS MIGHT BE PATTERNED AFTER THE MIGHTLY SUCCESSFUL COUNTY AGRICULTURAL AGENT SYSTEM.

1129 RADIUS, D.A.
WORK MEASUREMENTS + COST ANALYSIS IMPROVED COSTING
THE MAGAZINE OF BANK ADMINISTRATION VOL.44, NO.6, JUNE 1968, 7P.
JOB-ANALYSIS EVALUATION PRICING DECISIONS

STANDARD OR UNIT COST CAN INCREASE PROFITS IN TWO WAYS- 1. KNOWLEDGE OR COST PROCEDURES PROVIDE A REALISTIC PRICING STRUCTURE. THE CURRENT TREND TOWARD A -STAND ALONE- POLICY MAKES THIS APPROACH MORE DESIRABLE. 2. DETAILED COST ANALYSIS PROVIDES INITIATIVE TO IMPROVE PROCEDURES AND THUS REDUCE COSTS. THE ELIMINATION OF INEFFICIENCIES WILL ACCRUE EXTRA PROFITS. THERE ARE THREE REQUISITES TO FORMULATING A WORKING STANDARD-COST SYSTEM- 1. TOP-MANAGEMENT SUPPORT AND DIRECTION IS NECESSARY, 2. THERE MUST BE A RESPONSIBILITY COST SYSTEM WHERE EACH MANAGER IS RESPONSIBLE FOR INCOME AND EXPENSES OF HIS OWN, 3. THERE MUST BE AN ACTIVE WORK MEASUREMENT PROGRAM WHICH IS ACCOMPLISHED BY USE OF BURDEN RATES AND COMPARISONS TO STANDARD TIMES FOR GIVEN PROCESSES.

1130 ANONYMOUS **
THE EXECUTIVE WINE QUIZ.'
BUSINESS MANAGEMENT VOL.34, NO.4, JULY 1968, 4P.
FOOD FUN

THIS ARTICLE IS WRITTEN IN THE FORM OF A QUIZ. ITS PURPOSE IS TO GIVE THE EXECUTIVE AN INSIGHT INTO THE PROPER MANNER OF SELECTING WINES.

THERE IS A GUIDELINE OF THE PROPER TYPES OF WINES THAT SHOULD BE OWNED BY THE JUNIOR EXECUTIVE, MEMBER OF MIDDLE MANAGEMENT AND COMPANY PRESIDENT. IN CONCLUSION THERE IS A LISTING OF VOCABULARY TERMINALOGY THAT EVERY WINE CONNOISSEUR SHOULD KNOW.

1131 DONNELL, WILLIAM
THE FUTURE OF EMPLOYEE DEVELOPMENT.'
PERSONNEL JOURNAL, VOL. 47, NO. 6, JUNE 1968, 3P.

THE PERSON WHO WORKS IN THE EMERGING FIELDS OF EMPLOYEE DEVELOPMENT MUST BE PRIMARILY EMPLOYEE-MINDED, AND MUST VIEW AS HIS PRINCIPAL RESPONSIBILITY, HELPING THE EMPLOYEE TO BETTER HIMSELF. IT IS EXTREMELY IMPORTANT THAT SUCH A PERSON RECOGNIZE THAT HE IS IN A STAFF CAPACITY WITHIN HIS OWN ORGANIZATION AND THAT HE STANDS IN A PROFESSIONAL RELATIONSHIP WITH THE INDIVIDUAL. HE MUST REFRAIN FROM DIRECTING OR JUDGING THE PEOPLE WHO LOOK TO HIM FOR HELP.

PERSONS WORKING IN A PROFESSIONAL CAPACITY IN THESE FIELDS WILL ACKNOWLEDGE THAT DEVELOPMENT COMPETENCE IS LIMITED. EXCEPT FOR A RELATIVELY FEW BUSINESS FIRMS THAT ARE STRONGLY AWARE OF THE VALUE OF TRAINING, THERE IS A TENDENCY FOR ORGANIZATIONS TO RELY ON THE EMPLOYEES OWN EFFORTS, OR TO -CONTRACT OUT- THE TRAINING OR HIRE EMPLOYEES FROM OTHER ORGANIZATIONS.

1132 OSTERHAUS, LEO B.
THE INDUSTRIAL-RELATIONS SYSTEM IN THE HOSPITAL INDUSTRY.'
PERSONNEL JOURNAL, VOL. 47, NO. 6, JUNE 1968, 8P.
VOLUNTARY BUDGET

MOST OF THE VOLUNTARY, NONPROFIT HOSPITALS ARE NOT CONSIDERED TO BE IN COMPETITION WITH EACH OTHER. HOWEVER IN A SENSE THEY DO COMPETE FOR THE PATIENTS THROUGH BUILDING A REPUTATION FOR SATISFACTORY PATIENT CARE AND GAINING ACCEPTANCE OF DOCTORS WHO REFER PATIENTS TO THE HOSPITAL. THE BUDGETARY CONSTRAINTS THAT SURROUND THE HOSPITAL RANGE FROM THOSE WITH VERY TIGHT LIMITATIONS TO THOSE WHICH AFFORD CONSIDERABLE DISCRETION IN SETTING THE RULES. IF THE HOSPITAL DRAWS A SUBSIDY FROM THE CITY, STATE OR FEDERAL GOVERNMENT, THE CONSTRAINTS SEEM TO BE TIGHTER.

MOST HOSPITALS TEND TO VARY THE LEVELS OF COMPENSATION, RETIREMENT PLANS, PROMOTIONS SERVICES, AND AMENITIES DIRECTLY WITHIN THE BUDGETARY CONSTRAINTS, AND THE HOSPITAL LABOR ORGANIZATIONS AMONG CITY, STATE AND FEDERAL EMPLOYEES TEND TO BE LOBBYING ORGANIZATIONS WHO TRY TO INFLUENCE THE RULES OF WORK PACE BY TESTIMONY BEFORE THE BOARDS OR LEGISLATIVE BODIES WHO DIVIDE UP THE FUNDS.

1133 BEYER, R.
A POSITIVE LOOK AT MANAGEMENT INFORMATION SYSTEMS.'
FINANCIAL EXECUTIVE VOL.36, NO.6, JUNE 1968, 8P.
PLANNING

MANAGEMENT INFORMATION-SYSTEMS HAVE GROWING PAINS. THE VOLUMES OF DATA NECESSARY TO RUN A BUSINESS TODAY AND THE AVAILABILITY OF COMPUTERS TO PROVIDE THIS DATA MAKES IMPERATIVE INCREASED USE OF TOTAL INTEGRATED SYSTEMS. THE EXPLOSIVE GROWTH OF THE DATA-PROCESSING INDUSTRY IN THE LAST 20 YEARS IS BUT ONE INDICATION OF THE GROWTH RATE OF INTEGRATED SYSTEMS. UNFORTUNATELY, GROWTH AT THIS RATE IS BOUND TO OBSCURE BASIC CONCEPTS AND DEFINITIONS, WHICH IN TURN, RESULTS IN CONFUSION AND DISAGREEMENT.

THE PURPOSE OF INFORMATION SYSTEMS IS TO OBTAIN DATA ESSENTIAL FOR EFFICIENT, PROFITABLE OPERATION. PROBLEMS ARISE HOW DATA IS TO BE ACCUMULATED AND PROCESSED- WHERE EMPHASIS IS TO BE- ON CONSIDERATION OR SEGMENTATION. ANOTHER DANGER IS OVER REACTING TO EVERY LITTLE SALES FLUXUATION.

PLANNING FOR A TOTAL INFORMATION SYSTEM MUST BE AT THE HIGHEST LEVEL OF MANAGEMENT- IT SHOULD BE MANAGERIAL AND ORGANIZATIONAL RATHER THAN TECHNICAL.

1134 ANONYMOUS **
THOSE RESTLESS YOUNG EXECUTIVES.'
DUNS REVIEW, VOL. 91, NO. 1, JULY 1968, 3P.
RECRUIT MONEY

THE NUMBER OF JOB-JUMPERS AMONG THE LOWER ECHELONS OF MANGEMENT IS INCREASING ALL THE TIME. THE CONCERN IS FELT NOT ONLY IN INDUSTRY WHERE IT COSTS ABOUT $1,200 TO RECRUIT A COLLEGE GRADUATE AND SEVERAL TIMES THAT TO PUT HIM THROUGH A TRAINING COURSE, BUT AMONG COLLEGE PLACEMENT OFFICERS. MANY HAVE HARSH THINGS TO SAY ABOUT THE WAY CORPORATE RECRUITERS ARE SCOURING THE CAMPUSES.

A SURVEY OF 200 COMPANIES SHOWS THAT 35 PERCENT OF ALL COLLEGE GRADUATES MOVE ON TO GREENER VOCATIONAL PASTURES WITHIN THE FIRST FIVE YEARS OF EMPLOYMENT. OTHER ACADEMICIANS THINK THE RATIC IS CLOSER TO 50 PERCENT.

MONEY, OF COURSE IS A FACTOR IN MOST MOVES. INCREASES OF 15 PERCENT ARE NOT UNCOMMON. MANY ARE SIMPLY BASED ON THEIR JOB. ONE OF THE GREATEST NEEDS COMPANIES ARE FINDING IS TO RESHAPE THEIR TRAINING PROGRAM TO GIVE RECRUITS MORE MEANINGFUL AND RESPONSIBLE WORK.

1135 BERKWITT, GEORGE J.
THE PRINTED WORD- ITS WHATS HAPPENING.'
DUNS REVIEW VOL.92, NO.1, JULY 1968, 4P.
TYPESETTER

THE NEED FOR THE PRINTED WORD IS GROWING AT A RAPID PACE. IN THE U.S. ALONE PAPERBACKS ARE BEING TURNED OUT AT THE RATE OF 1 MILLION A DAY, HARD-COVER BOOKS AT 1 MILLION A WEEK.

THE WORLDS KNOWLEDGE IS SUPPOSEDLY DOUBLING EVERY EIGHT AND ONE-HALF YEARS. AND THE PACE IS CONTINUING TO QUICKEN. THE FEDERAL GOVERNMENT NOW SPENDS ABOUT $7 MILLION A YEAR ON PAPERWORK, WHILE THE NATION SPENDS ABOUT $100 BILLION. THIS WELL EXCEEDS 10 PERCENT OF THE GNP.

IBM HAS INTRODUCED A NEW ELECTRONIC TYPESETTER. IT CAN SET AN ENTIRE NEWSPAPER PAGE IN 30 SECONDS, AND A 300 PAGE NOVEL IN LESS THAN 10 MINUTES. NEW DEVELOPMENTS IN OPTICS AND FILM CHEMISTRY ALLOW FOR AS MANY AS 3600 PAGES OF DOCUMENTS TO BE REPRODUCED AND STORED ON A POSTCARD-SIZE FRAME.

1136 HOFFMAN, W.
TAX PLANNING FOR AUTHORS.'
TAXES VOL.46, NO.7, JULY 1968, 13P.

TAX CONSIDERATIONS FOR AUTHORS ARE SIMILAR TO THOSE RENDERING SERVICES AS AN INDEPENDENT CONTRACTOR. INCOME AND EXPENSES ARE DETERMINED BY THE METHOD OF ACCOUNTING USED.

ADVANCES V. LOANS- ADVANCES ARE TAXABLE IN THE YEAR RECEIVED, BUT LOANS ARE NOT TAXED AT ALL. CAUTION SHOULD BE EXERSIZED HERE AS THE AUTHOR MAY BE ABLE TO SAVE TAXES- HOWEVER THE PENALTY FOR MISHANDLING MAY BE SEVERE.

EXPENDITURES FALL INTO TWO CATEGORIES- 1. RESEARCH COSTS, 2. COST OF ACTUAL PRODUCTION, 3. COPYRIGHT FEES, 4. ACQUISITION OF RIGHTS AND OF OTHERS, 5. CUT WORK AND INDEX COSTS, 6. OUT-OF-POCKET COST OF PRINTING AND DISTRIBUTION. WHETHER THESE ARE FULLY DEDUCTABLE OR NOT DEPENDS ON THE ACCOUNTING METHOD USED. IF THE AUTHOR IS IN BUSINESS TO WANT FOR PROFIT NO. 1 AND 2 SHOULD BE CURRENTLY DEDUCTABLE.

AUTHORS MAY DESIRE INCOME POSTPONEMENT- BY DEFERRED PAY CONTRACTS OR INSTALLMENT SALES. OTHER COMMON PROBLEMS ARE INCOME ACCOUNT, RATE RELIEF, RETIREMENT AND ESTATE TAXES.

1137 ANONYMOUS **
THEYRE PROVING THE -ABLE- IN DISABLED.'
JOURNAL OF AMERICAN INSURANCE VOL.44, NO.1, JAN.-FEB. 1968, 4P.
WORKSHOPS PLAY-PRODUCTS PASNCO ABILITIES-INCORPORATED HANDICAPPED

PHYSICALLY IMPAIRED PEOPLE HAVE PROVED THEMSELVES

CAPABLE IN -UNSHELTERED-WORKSHOPS.-
THREE COMPANIES- COME PLAY PRODUCTS, PARAPLEGICS MANUFACTURING COMPANY(PASNCC), AND ABILITIES INCORPORATED ARE SHOWCASES FOR THE HANDICAPPED TO DEMONSTRATE THEIR ABILITY TO PERFORM IN COMPETITION WITH UNIMPAIRED WORKERS. THE INDUSTRIAL ATMOSPHERE IS NORMAL AND THE ONLY CONCESSIONS TO HANDICAPS ARE CAREFUL MATCHING OF THE PERSONS ABILITIES TO THEIR JOBS, PROVISION OF MODIFIED TOOLS AND WORKBENCHES, WHEN NEEDED AND CONSTRUCTION OF RAMPS AND WIDER DOORS FOR WHEELCHAIRS. IN ADDITION, THE SAFETY RECORDS COMPILED BY ALL THREE COMPANIES HAVE BEEN OUTSTANDING.
THE SUCCESS OF THIS MOVEMENT CAN BE REFLECTED IN THE SPREAD OF THE IDEA.

1138 KURILOFF, ARTHUR H.
ANOTHER LOOK AT LEADERSHIP POTENTIAL.'
MANAGEMENT REVIEW VOL.57, NO.2, FEB. 1968, 4P.
GROUP-CENTERED CLIMATE
CURRENT TRENDS SEEM TO BE MOVING MANAGEMENT MORE AND MORE TOWARD GROUP-CENTERED LEADERSHIP. WHILE BEHAVIORAL SCIENCES RESEARCH SHOWS THE HIGH PRODUCTIVITY IS NOT NECESSARILY RELATED TO ANY SPECIFIC KIND OF LEADERSHIP, IT INDICATES THAT GROUP-CENTERED LEADERSHIP LEADS NOT ONLY TO HIGH PRODUCTIVITY BUT ALSO TO ORGANIZATIONAL HEALTH.
CHANGES IN SOCIAL CLIMATE ARE FORCING THE MANAGER TO CONSIDER THE INDIVIDUAL AND HIS NEEDS MORE CLOSELY THAN EVER. THE INDIVIDUALS DIGNITY AND HIS RIGHT TO ACHIEVE HIS POTENTIAL ARE CENTRAL TO THE PROBLEM OF ORGANIZATIONAL HEALTH. GROUP-CENTERED LEADERSHIP AS A LEADERSHIP STYLE SEEMS TO OFFER THE GREATEST POTENTIAL FOR ACHIEVING ORGANIZATIONAL EFFECTIVENESS THROUGH PEOPLE.

1139 ANONYMOUS **
THE EXECUTIVE SECRETARY.'
MANAGEMENT REVIEW VOL.57, NO.2, FEB. 1968, 4P.

THE EXECUTIVE SECRETARY HAS BEEN CALLED A SENIOR STATESWOMAN AMONG SECRETARIES. ALTHOUGH SHE MAY TYPE, TAKE DICTATION, ANSWER TELEPHONES AND PERFORM CHORES FAMILIAR TO NOVICES IN THE SECRETARIAL POOL, AN EXECUTIVE SECRETARY MAY ALSO ATTEND TO A VARIETY OF OTHER TASKS. SHE MAY HEAD A STAFF OF SUBORDINATE SECRETARIES, PERHAPS EVEN SOMETIMES GIVE DIRECTIONS TO VICE-PRESIDENTS, AND MORE OR LESS RUN AN ORGANIZATION WHEN THE CHIEF IS ABSENT.
TOP-LEVEL SECRETARIES REJECT THE NOTION THAT THEIR JOBS ARE GLAMOROUS. THEY STRESS THE HARD WORK INVOLVED. THEY TEND TO BE WELL GROOMED WOMEN OF MATURE YEARS WHO HAVE BEEN WITH THEIR BOSSES FOR YEARS AND RISEN WITH THEM THROUGH THE CORPORATE HIERARCHY.

1140 BRUMMET, R. LEE PYLE, WILLIAM C.
ACCOUNTING FOR HUMAN RESOURCES. ++ MAYNOT BE REPRINTED.++'
MICHIGAN BUSINESS REVIEW VOL.20, NO.2, MARCH 1968, 6P.
MEASURING ACQUISITION REPLACEMENT COST
IMPORTANT CURRENT DEVELOPMENTS IN MODERN ORGANIZATIONS IS THE REFINEMENT OF MEASUREMENT TECHNIQUES AND QUANTITATIVE ANALYSIS WHICH CONTRIBUTE TO A SCIENTIFIC APPROACH TO MANAGEMENT. YET ACCOUNTANTS CONTINUE TO IGNORE ONE OF THE MOST IMPORTANT RESOURCES OF ANY ORGANIZATION- ITS PEOPLE.
A FORTH-RIGHT ATTACK ON THIS PROBLEM IS NOW UNDERWAY IN AN EFFORT TO DEVELOP CONCEPTS AND TECHNIQUES BASIC TO HUMAN RESOURCES ACCOUNTING. NEW APPROACHES, NEW VIEWPOINTS, AND NEW UNDERSTANDINGS ARE NECESSARY BUT THE POTENTIAL IS GREAT. PERSONNEL, FINANCIAL, AND GENERAL MANAGERS ALIKE, ARE REACTING ENTHUSIASTICALLY.
HUMAN RESOURCES ACCOUNTING IS THE PROCESS OF IDENTIFYING, MEASURING, AND COMMUNICATING INFORMATION ABOUT HUMAN RESOURCES TO FACILITATE EFFECTIVE MANAGEMENT WITHIN AN ORGANIZATION. IN A PARTICULAR ORGANIZATION, IT INVOLVES MEASUREMENTS OF THE ACQUISITION COST, REPLACEMENT COST, AND ECONOMICS VALUE OF HUMAN RESOURCES, AND THEIR CHANGES.

1141 ANONYMOUS **
AFTER TWO YEARS.'
JOURNAL OF AMERICAN INSURANCE VOL.44, NO.2, MARCH-APRIL 1968, 4P.
WORKMENS-COMPENSATION
OREGON, IN 1966 EXCHANGED ITS STATE GOVERNMENT MONOPOLY OF WORKMENS COMPENSATION INSURANCE FOR A THREE-WAY SYSTEM. UNDER THIS SYSTEM, EMPLOYEES HAVE A CHOICE OF THREE SOURCES OF PROTECTION- BY PRIVATE INSURANCE CARRIERS, BY SELF-INSURANCE, OR BY A STATE FUND.
THE FEARS OF THE NEW SYSTEM HAVE PROVED UNFOUNDED. THE STATE FUND IS FLOURISHING, CLAIMS ARE BEING PAID FASTER, THE NUMBER OF CLAIMS APPEALS HAS DECLINED AND THERE HAS BEEN A CUMULATIVE INCREASE IN BENEFITS LEVELS OF 42 PERCENT UNDER COMPETITION.
WITH BENEFITS LEVELS HIGHER THE RATES, CURRENTLY, ARE ONLY 4.6 PERCENT HIGHER THAN WHEN THE COMPETITIVE SYSTEM BECAME EFFECTIVE IN 1966. THE NEW COST ADVANTAGES FOR EMPLOYERS HELP TO OFFSET THIS SMALL RATE INCREASE.

1142 GLENNON, J.R. BUEL, W.D. ALBRIGHT, LEWIS E.
MAKING THE BEST USE OF R+D MANPOWER.'
BUSINESS HORIZONS VOL.11, NO.2, APRIL 1968, 6P.
SELECTION
INDUSTRIAL RESEARCH AND DEVELOPMENT PROJECTS OFFER CAREER OPPORTUNITIES IN TWO GENERAL AREAS, ONE IN MANAGERIAL OR SUPERVISORY WORK, THE OTHER IN THE CONDUCT OF RESEARCH. INDUSTRY HAS CONSISTENTLY BEEN PLAGUED WITH PROBLEMS RELATED TO IDENTIFYING THE TYPE OF INDIVIDUAL BEST SUITED FOR EACH AREA OF WORK.
THE AUTHORS OF THIS ARTICLE DISCUSSES RECENT RESEARCH CONCERNED WITH THE PROBLEMS OF INDENTIFYING AND UTILIZING THESE SEPARATE PERSONAL PREDISPOSITIONS AND SUGGEST GUIDELINES FOR OBTAINING INSIGHTS INTO THE CAREER ORIENTATION OF THE TECHNICALLY TRAINED INDIVIDUAL. EVALUATIVE METHODS SUCH AS THESE, THE AUTHORS SUGGEST, COULD BE APPLIED MORE GENERALLY TO DETERMINE THE SUITABILITY OF A PARTICULAR INDUSTRIAL CAREER FOR A PARTICULAR INSTITUTION.

1143 FERBER, ROBERT
THE ROLE OF THE UNIVERSITY IN BUSINESS RESEARCH.'
BUSINESS HORIZONS VOL.11, NO.2, APRIL 1968, 6P.

THE AUTHOR QUESTIONS WHETHER UNIVERSITIES ARE NECESSARY IN PERPETUATING BUSINESS RESEARCH. HE CONCLUDES THAT THEY ARE UNDER CERTAIN CONDITIONS AND FOR SPECIFIC KINDS OF RESEARCH.
EVEN THOUGH PRIVATE AND GOVERNMENT AGENCIES HAVE ENTERED MANY AREAS OF THIS FIELD, THERE ARE VITAL PROJECTS THAT CAN BE CARRIED ON ONLY BY UNIVERSITIES. FOR EXAMPLE, BECAUSE OF THEIR INDIVIDUALISTIC FACILITIES AND SPECIALIZED EQUIPMENT UNIVERSITIES ARE UNIQUELY QUALIFIED TO DO BASIC RESEARCH. THE AUTHOR EXPLORES SOME ADVANTAGES AND DISADVANTAGES OF UNIVERSITIES CONTINUING BUSINESS RESEARCH, AND HE CONCLUDES THAT THEIR ROLE IS IMPORTANT AND SHOULD BE ENCOURAGED AND RECOGNIZED.

1144 LEVINE, J.
TECHNOLOGY PROFILE - HIGH SPEED LINE PRINTER.'
MODERN DATA SYSTEM, VOL.1, NO.3, MAY 1968, 7P.

THIS ARTICLE PRESENTS A TECHNOLOGY PROFILE COVERING HIGH-SPEED LINE PRINTERS. THE SIGNIFICANT FEATURE OF A HIGH-SPEED PRINTER IS THAT IT OUTPUTS HUMAN-READABLE DATA AT A VERY HIGH RATE. THIS PROFILE PRESENTS THE DESIGN PRINCIPLES, OPERATING DETAILS , AND PERFORMANCE CHARACTERISTICS TO ENABLE THE SYSTEMS DESIGNER AND USER TO EVALUATE AND SELECT THE PRINTER MOST SUITED FOR HIS APPLICATION.
CHARACTER SETS, PRINT MECHANISMS AND PRINT MEDIUMS, INCLUDING HAMMERS, PAPER FEED, RIBBON CHAINS ARE DISCUSSED. PRINTER ELECTRONICS AND SYNCHRONIZATION ARE ALSO DESCRIBED WITH A DISCUSSION OF INTERFACING THE PRINTER TO THE COMPUTER. APPLICATIONS, SUCH AS ON-LINE AND OFF-LINE PRINTING AND PRINTER COMMUNICATIONS TERMINALS, CONCLUDE THE ARTICLE.

1145 UFFORD, CHARLES W.
MAKING EMPLOYMENT MEANINGFUL.'
THE CONFERENCE BOARD RECORD, VOL.5, NO.5, MAY 1968, 2P.

TO HOLD AND MAKE ASSETS OF THE COLLEGE GRADUATE, COMPANIES MUST CONSIDER HIS NEEDS AND HOW THEY CAN BE MET. BRIEFLY, THERE ARE THREE NEEDS - HE NEEDS TO TEST HIMSELF, HE WANTS TO GROW, TO PROGRESS, AND MAKE A CONTRIBUTION, AND HE WANTS TO FIND SOCIAL WORTH.
THESE NEEDS CAN BE FULFILLED ONLY IF HE IS GIVEN A WORK DIET IN WHICH THEIR IS PLENTY OF SUBSTANCE. THAT IS, NOT ORIENTATING THEM TOO MUCH, BUT LETTING THEM DO IT BY WAY OF PROJECTS. TO FILL THE SECOND NEED, THE EMPLOYEE SHOULD BE GIVEN HARDER WORK TO DO AND AT A CONSTANTLY RISING LEVEL. ALSO HE SHOULD RECEIVE TITLE, SALARY, AND STATUS INCREASES BASED ON MERIT. TO MEET THE THIRD NEED, THE EMPLOYEE SHOULD NOT BE JUST TOLD OF THE PROFIT OF LAST YEAR BUT THE OBJECTIVES AND THE DIFFICULTIES IN REACHING THESE IN THE COMPANY. THUS, THE WAY TO CHALLENGE THEM IS TO USE THEM TO THEIR FULL CAPACITY.++MAY NOT BE REPRINTED++

1146 LEARSON, T. VINCENT,
HOW A WORLDWIDE CORPORATION MANAGES CHANGE.'
MANAGEMENT REVIEW, VOL.57, NO.5, MAY 1968, 6P.
INNOVATE
THE MANAGEMENT OF CHANGE IS THE SECRET OF CORPORATE SURVIVAL. A BUSINESS MUST INNOVATE AND EXCEL, OR RISK OBLIVION WHETHER IT IS A BLUE-CHIP CORPORATION OR A CORNER STORE.
SPECIFICALLY, THERE ARE FIVE PRINCIPLES THAT MANAGEMENT MUST MASTER IF CHANGE IS NOT TO MASTER MANAGEMENT. SOME OF THESE STEPS INCLUDE- GIVE A FREE HAND TO THOSE RESPONSIBLE FOR LONG-RANGE STRATEGIC PLANNING. SPELL OUT A WELL-DEFINED ORGANIZATIONAL PLAN WITH CLEAR DELINEATION OF DUTIES AND RESPONSIBILITIES. STATE PRECISE OBJECTIVES AND ESTABLISH DISCIPLINED MEASUREMENT SYSTEMS TO CHECK PERFORMANCE. ESTABLISH INFORMATION REQUIREMENTS.

1147 LEMKE, L.
STATUS INDEX REPORTING.'
MANAGEMENT ACCOUNTING, VOL. 49, NO. 9, SEC 1, MAY 1968, 9P.
COSTS BUDGETS SCHEDULE
ORIGINALLY CONCEIVED TO SERVE THE PURPOSES OF PROJECT CONTROL, THE STATUS INDEX REPORTING PROVIDES A SUMMARY AND COMBINATION OF COSTS, BUDGETS, PROGRESS AND SCHEDULE. SINCE IT PINPOINTS WEAK SPOTS AND ALLOWS FOR PROMPT CORRECTIVE ACTION, ITS ADOPTION SHOULD BE GIVEN SERIOUS CONSIDERATION BY BOTH THE ACCOUNTANT AND THE PROGRAM MANAGER.
STATUS INDEX ACCOUNTING MAY BE APPLIED TO CERTAIN TASKS, SUCH AS - PROJECT MANAGEMENT, DOCUMENTATION, ANALYSIS, ENGINEERING, ELECTRONICS, SUB-CONTRACTING, PROPULSION, GUIDENCE AND CONTROL, MARKETING, SYSTEM INTEGRATION AND SERVICE.

1148 TEAMAN, D.
SUPPLEMENTARY COMPENSATION DESIRES OF MIDDLE-STAFF MANAGERS.'
MARQUETTE BUSINESS REVIEW, VOL. 12, NO. 1, SPRING 1968, 6P.
STAFF ATTRACTING MOTIVATING RETAINING COST-OF-LIVING SALARY
THE MAIN OBJECTIVE OF THIS STUDY WAS TO PROBE INTO THE NEEDS AND DESIRES OF MIDDLE-MANAGERS, ESPECIALLY THOSE IN STAFF POSITIONS, IN ORDER THAT A PURPOSEFUL APPROACH MIGHT BE TAKEN IN DESIGNING A COMPENSATION PROGRAM WHICH WOULD AID IN ATTRACTING, MOTIVATING, AND RETAINING GOOD PEOPLE IN SUCH POSITIONS. THE SURVEY WAS PERFORMED IN THE MILWAUKEE METROPOLITAN AREA.
A STRONG DESIRE TO MEET CURRENT COST-OF-LIVING OBLIGATIONS WITH SALARY, AND TO USE CASH BONUS AVAILABLE, IF EARNED, FOR ESTATE APPRECIATION, WAS THE IMPORTANT THEME THROUGHOUT. PREFERENCES SHOWED THAT A GOOD TOTAL COMPENSATION PROGRAM SHOULD INCLUDE, AS A MINIMUM, SOME TYPE OF BONUS, STOCK OR CASH, AND SOME FORM OF PROFIT SHARING PLAN. INTERVIEWS BROUGHT OUT A STRONG DESIRE FOR SOME FORM OF ONE-SHOT PAYMENT, ABOVE THE COST-OF-LIVING WAGE, WHICH

COULD BE USED FOR INVESTMENTS OR MAJOR CAPITAL EXPENDITURES.

1149 MAC DOUGALL, M.
DISSEMINATING INFORMATION WITHIN A COMPANY.'
SYSTEMS AND PROCEDURES JOURNAL VOL.19, NO.3, MAY-JUNE 1968, 5P.

THE AUTHOR DISCUSSES THE DISSEMINATION OF INFORMATION, THAT IS, THE FLOW OF INFORMATION FROM THE MANAGERS AND PLANNERS AND MANAGEMENT SPECIALISTS TO THE PEOPLE WHO DO THE VARIOUS JOBS THAT HELP THE COMPANY ACHIEVE ITS OBJECTIVES.

THE BASIC REQUIREMENTS FOR SUCH A SYSTEM INCLUDE- DECIDING ON THE NEED FOR A SYSTEM, ASSIGNING RESPONSIBILITY FOR PLANNING IT, DETERMINING THE METHOD OF PRESENTING THE INFORMATION, CODING THE INFORMATION FOR IDENTIFICATION AND EASY RETRIEVAL, AND, PROVIDING THE FACILITY FOR SELECTIVE DISSEMINATION. THE SYSTEM MUST BE MADE EFFECTIVE AND FLEXIBLE FOR OVERALL USE AND MUST BE KEPT UP TO DATE WITH CONSTANT RESEARCH AND SURVEYS.

1150 NICHOLSON, C.
BUILDING DATA BANKS FOR MULTIPLE USES.'
SYSTEMS + PROCEDURES JOURNAL VOL.19, NO.3, MAY-JUNE 1968, 5P.
INNOVATION INFORMATION-SYSTEM

THE DATA-BANK CONCEPT REPRESENTS AN IMPORTANT INNOVATION IN THE EFFECTIVE MANAGEMENT OF STORED COMPUTER DATA. BEFORE DETERMINING THE SIZE OF A DATA BANK FOR MULTIPLE USES AND ACCESSES, ONE SHOULD CONSIDER A WIDE RANGE OF PLANNING AND FILE DESIGN PROBLEMS.

THE ANALYST MUST GATHER AND ANALYZE PERTINENT SYSTEMS FACTS AND MAKE A DECISION ON THE SCOPE OF THE DATA BANK IN TERMS OF THE SYSTEMS AREAS THAT WILL BE INCLUDED IN THE DATA BANK DESIGN. HE MUST SOLVE THE PROBLEM OF WHAT DATA TO RETAIN AND ALSO CONSIDER THE MANNER OF WHICH THE VARIOUS TYPES OF DATA WILL BE ORGANIZED. HE MUST ALSO REVIEW THE PRIORITIES OF RETAINED DATA, SECURITY CONTROLS FOR SENSITIVE DATA, AND THE FUTURE GROWTH OF THE DATA BANK RESULTING FROM INCREASED VOLUMES. THE SIZE OF THE DATA BANK MUST BE RELATED TO THE STORAGE DEVICES AND TO ACCESS METHODS FOR ENTERING AND SELECTING DATA.

1151 SVENSON, A.
LESSONS FROM THE INFORMAL ORGANIZATION.'
SYSTEMS + PROCEDURES JOURNAL VOL.19, NO.3, MAY-JUNE 1968, 4P.
SYSTEMS-ANALYST

BEFORE THE SYSTEMS ANALYST MAKES THE REQUIRED ADJUSTMENTS TO THE FAULTY MANAGEMENT SYSTEM, HE SHOULD ANALYZE THE NATURE, STRUCTURE AND OPERATIONS OF THE INFORMAL ORGANIZATION EXISTING WITHIN THE NETWORK OF THE SYSTEM. LESSONS GAINED FROM THE INFORMAL ORGANIZATION WILL PROBABLY REVEAL WHY, HOW AND WHERE THE FORMAL ORGANIZATION OF PEOPLE, RESOURCES AND METHODS HAVE FAILED TO PRODUCE THE PLANNED OUTPUT OF THE SYSTEM.

THE ANALYST WILL LEARN THAT FORBIDDEN INFORMATION COUPLED WITH FORBIDDEN KNOWLEDGE AND KNOW-HOW CALL THE INFORMAL-ORGANIZATION INTO BEING. THE INFORMAL ORGANIZATION HAS TO CREATE ITS OWN OPERATIONAL DATA. IT DOES THIS BY COMBINING FORMALLY RELEASED DATA WITH INFORMATION FROM OTHER SOURCES. THE ANALYST WILL DISCERN WHEN AND HOW INFORMATION TRAVEL HAS BEEN REROUTED IN CONTENT AND DIRECTION.

1152 LUNDBERG, C. SPROULE, R.
READINESS FOR MANAGEMENT DEVELOPMENT- AN EXPLORATORY NOTE.
CALIFORNIA MANAGEMENT REVIEW, VOL. 10, NO. 4, SUMMER 1968, 8P.
CHANGE PSYCHOLOGICAL MODELS

IN THIS PAPER, THE AUTHORS ACKNOWLEDGE AND ENDORSE THE DESIGNATION OF MANAGEMENT DEVELOPMENT AS A CHANGE PROCESS AND ANALYZE THE INITIAL PHASE OF CHANGE. IT IS THE AUTHORS THESIS, THAT THIS INITIAL, OR UNFREEZING, PHASE IS THAT WHICH PERMITS OR PROMOTES PERSONAL CHANGE, OR, CONVERSELY, SERIOUSLY INHIBITS OR DISTORTS SUCH CHANGE.

VARIOUS PSYCHOLOGICAL MODELS ARE DISCUSSED AND THE PHASE OF MANAGEMENT DEVELOPMENT AND CHANGE WITHIN THE CONTEXT OF THE ORGANIZATIONAL GOAL SYNDROME ARE DELINEATED. IT IS THE AUTHORS BELIEF THAT MANAGEMENT DEVELOPMENT PROGRAMS CANNOT BE EFFECTIVE WHICH IGNORE THE UNFREEZING PHASE AND THAT THE KEY TO EFFECTIVE IMPLEMENTATION OF UNFREEZING AS A DEVELOPMENTAL VEHICHLE RESIDES IN PERMISSIVENESS, DELEGATION AND NONCOERCIVE GUIDANCE AND FEEDBACK ON THE PART OF MANAGEMENT AND ORGANIZATION.

1153 GOODMAN, R.
A SYSTEM DIAGRAM OF THE FUNCTIONS OF A MANAGER.'
CALIFORNIA MANAGEMENT REVIEW, VOL.10, NO.4, SUPPER 1968. 12PP.

THE ARTICLE PRESENTS A SYSTEMS DIAGRAM OF A MANAGER, THE PRIMARY PURPOSE OF WHICH IS TO DEVELOP AN INTEGRATING FRAMEWORK FOR THE OPERATIONAL SCHOOL OF MANAGEMENT THEORY. AS A CLOSED LOOP FEEDBACK SYSTEM, THE FRAMEWORK PRESENTED PROVIDES THE ABILITY TO FORESEE SECONDARY AND TERTIARY CAUSE-AND-EFFECT RELATIONSHIPS WHICH MIGHT BE OVERLOOKED BY OTHER TECHNIQUES.

A BRIEF EXAMPLE OF THE SYSTEM DIAGRAM AS AN ANALYTICAL FRAMEWORK IS GIVEN, DESCRIBING THE FRAMEWORK AS IT MIGHT BE USED BY THE CHIEF EXECUTIVE OFFICER OF A MULTIDIVISION CORPORATION AS HE FACES A NEW FISCAL YEAR.

1154 HARTER, H. LEON
THE USE OF ORDER STATISTICS IN ESTIMATION.'
OPERATIONS RESEARCH VOL.16, NO.4, JULY-AUGUST 1968, 16P.

A SURVEY IS GIVEN OF RECENT ADVANCES, INCLUDING A NUMBER OF ORIGINAL CONTRIBUTIONS BY THE AUTHOR, IN THE USE OF ORDER STATISTICS TO OBTAIN POINT AND INTERVAL ESTIMATES OF THE PARAMETERS OF VARIOUS STATISTICAL POPULATIONS FROM COMPLETE AND FROM CENSORED SAMPLES. IN A FEW CASES ESTIMATORS BASED ON ORDER STATISTICS ARE THE EFFICIENT ESTIMATORS, BUT MORE OFTEN THEY ARE SUBSTITUTE ESTIMATORS THAT SACRIFICE SOME EFFICIENCY IN THE INTEREST OF COMPUTATIONAL SIMPLICITY AND/OR ROBUSTNESS IN THE PRESENCE OF OUTLIERS. A SUMMARY IS GIVEN OF AVAILABLE RESULTS, TOGETHER WITH A LIST OF REFERENCES AND EXAMPLES OF APPLICATIONS TO SUCH PROBLEMS AS ESTIMATING THE SCATTER OF BULLETS AIMED AT A TARGETS AND THE RELIABILITY OF AN ELECTRONIC DEVICE.

1155 FORRESTER, JAY W.
INDUSTRIAL DYNAMICS - AFTER THE FIRST DECADE.'
MANAGEMENT SCIENCE, VOL. 14, NO. 7, MARCH 1968, 17P.
FEEDBACK

INDUSTRIAL DYNAMICS, DESCRIBED AS THE APPLICATION OF FEEDBACK CONCEPTS TO SOCIAL SYSTEMS, IS EVOLVING TOWARD A THEORY OF STRUCTURE IN SYSTEMS AS WELL AS BEING AN APPROACH TO CORPORATE POLICY DESIGN. IN HIGH-ORDER, NONLINEAR SYSTEMS, WITH MULTIPLE LOOPS AND BOTH POSITIVE AND NEGATIVE FEEDBACK, ARE FOUND THE MODES OF BEHAVIOR WHICH HAVE BEEN SO PUZZLING IN MANAGEMENT AND ECONOMICS. THE TIME IS AT HAND WHEN MORE SHARPLY DEFINED CONCEPTS AND PRINCIPLES CAN FORM A CORE THROUGH MANAGEMENT EDUCATION TO INTERRELATE THE FUNCTIONAL AREAS AND TO MOVE FROM STATIC TO DYNAMIC UNDERSTANDING OF SYSTEMS. TO DO SO SHOULD HELP CLOSE THE GAP BETWEEN WHAT THE MANAGEMENT SCHOOL CAN NOW TEACH AND WHAT THE MANAGER MUST UNDERSTAND IF HE IS TO SUCCESSFULLY COPE WITH THE INCREASING COMPLEXITY OF OUR SOCIETY.

1156 PHILIPPAKIS, A.
SIMULATION - BASIC CONCEPTS OF A COMPUTER ORIENTED TECHNIQUE.'
ARIZONA BUSINESS BULLETIN, VOL. 15, NO. 6, JUNE-JULY 1968, 7P.
MODELS SYSTEMS EXPERIMENTS

THE PURPOSE OF THIS ARTICLE IS TO PRESENT SOME BASIC CONCEPTS RELATING TO A SET OF COMPUTER ORIENTED TECHNIQUES THAT COME UNDER THE HEADING OF SIMULATION. SIMULATION IS THE CONSTRUCTION OF MODELS OF REAL SYSTEMS AND THE ANALYSIS OF THESE MODELS BY PERFORMING NUMERICAL EXPERIMENTS ON A COMPUTER. THE STRUCTURAL AND OPERATING PROPERTIES OF A SIMULATION MODEL ARE DISCUSSED.

SIMULATION MAY BE USED TO STUDY THE RELATIONSHIPS EXISTING AMONG INTERCONNECTED ELEMENTS IN THE MODELLED SYSTEM, TO ASCERTAIN THE EFFECT OF CHANGES IN SYSTEM CONFIGURATION AND IN OPERATING RULES, AND TO SEEK IMPROVED OR OPTIMUM DESIGN CONFIGURATIONS AND OPERATING RULES. THE CONTRAST BETWEEN MATHEMATICAL AND SIMULATION TECHNIQUES, THE RELATED CONCEPTS OF OPERATIONAL GAMING AND BUSINESS GAMES AND SIMULATION LANGUAGES ARE ALSO DISCUSSED IN THE ARTICLE.

1157 PURCELL, T.
BREAK DOWN YOUR EMPLOYMENT BARRIERS.'
HARVARD BUSINESS REVIEW, VOL. 46, NO. 4, JULY-AUGUST 1968, 12P.
MINORITY BLACK RACIAL URBAN

THE ARTICLE ADDRESSES ITSELF TO THE PROBLEM OF UNEQUAL OPPORTUNITY IN EMPLOYMENT AND THE AUTHOR DESCRIBES THE EFFORTS OF THE MORE FORWARD-LOOKING AND RESPONSIBLE COMPANIES IN TACKLING THE PROBLEM OF UNEQUAL EMPLOYMENT OPPORTUNITY. HE ADOPTS A SYSTEMS APPROACH TO MINORITY MANPOWER PROBLEMS AND ORGANIZES THE IDEAS INTO SEVEN UNIT AREAS -POLICY SETTING, POLICY IMPLEMENTATION, RECRUITING, SELECTING, PLACING, TRAINING AND PROMOTION, AND SEPARATING.

THE AUTHOR STATES THE PROBLEMS OF THE BLACK ARE LEADING MANAGEMENT TO RETHINK THEIR GENERAL APPROACH TO THE MANAGEMENT OF HUMAN CAREER DEVELOPMENT. BUSINESS IS TAKING NEW DIRECTIONS IN ADDRESSING ITSELF TO THE SOCICOMMERCIAL PROBLEMS OF ITS RACIAL AND URBAN ENVIRONMENT. THIS ARTICLE, AMONG OTHER THINGS, DESCRIBES SEVERAL IMAGINATIVE PROGRAMS BEING ADOPTED BY COMPANIES AND THE RESULTS OF SUCH PROGRAMS. ++ MAY NOT BE REPRINTED.++

1158 KHEMAKHIM, A.
SIMULATION OF MANAGEMENT DECISION BEHAVIOR FUNDS AND INCOME
THE ACCOUNTING REVIEW VOL.43, NO.3, JULY 1968, 15P.
BUDGET

THE USE OF FUNDS STATEMENTS BY DECUSION-MAKERS AND THEIR INCLUSIONS IN ANNUAL REPORT HAVE GENERATED SOME HYPOTHESES- 1. SHORT-RUN OBJECTIVES MORE OFTEN CONCERN FUNDS RATHER THAN NET-INCOME, 2. MANAGEMENT CAN UTILIZE FUNDS DATA MORE THAN INCOME DATA. A HYPOTHETICAL FIRM WAS ESTABLISHED AND SELECTED EXECUTIVES INDEPENDENTLY ASSUMED THE ROLE OF PRESIDENT AND MADE DECISION IN THE AREA OF FINANCIAL POLICIES.

RESULTS SHOW THAT THE FIRST HYPOTHESIS ON DECISION BEHAVIOR IS PROVED. THE SECOND HYPOTHESIS WAS ALSO PROVED. RESULTS ARE SUBJECT TO LIMITATIONS AND CONSTRAINTS IN SUCH AREAS AS- 1. SAMPLE EXECUTIVES, 2. WORKING ENVIRONMENT, 3. MOTIVATION, 4. INFORMATION, 5. NATURE OF DECISION AND OTHERS. ++ MAY NOT BE REPRINTED.++

1159 LIVINGSTONE, J.
MATRIX ALGEBRA AND COST ALLOCATION.'
THE ACCOUNTING REVIEW VOL.43, NO.3, JULY 1968, 6P.
SERVICE

THE USE OF MATRICES FOR COST ALLOCATION HAS BEEN THE SUBJECT OF SEVERAL ARTICLES. THE MODEL HERE IS SIMPLY ANOTHER WAY OF EXPRESSING THE MODEL BY WILLIAMS, GRIFFIN, AND CHURCHILL.

SERVICE DEPARTMENT COSTS CAN BE ALLOCATED ONLY AFTER RECIPROCAL COSTS ALLOCATION BETWEEN SERVICE DEPARTMENTS. DIRECT-COST OF SERVICE DEPARTMENTS ARE THE TOTAL TO BE REDISTRIBUTED NET SOURCE DEPARTMENT COSTS TO BE ALLOCATED TO OPERATING DEPARTMENTS.

BOTH MODELS YIELD THE SAME RESULTS AND TO SHOW THERE IS A UNIQUE MODEL A MATHEMATICAL PROOF THAT IS COMPLETELY GENERAL IS PRESENTED. ++ MAY NOT BE REPRINTED.++

1160 GERSHENFELD, WALTER J.
ORGANIZATION AND BARGAINING IN HOSPITALS.'
MONTHLY LABOR REVIEW VOL.91, NO.7, JULY 1968, 3P.

THE SIZE AND SCOPE OF THE HOSPITAL INDUSTRY UNDERSCORES

ITS IMPORTANCE. DESPITE PROSPECTS FOR CONSIDERABLE CHANGE IN THE TECHNICAL ASPECTS OF MEDICAL CARE, ALL SURVEYS REPORT AN EXPANSION OF EMPLOYMENT OPPORTUNITIES IN THE HOSPITAL INDUSTRY AND THE LIKELIHOOD OF SEVERE SHORTAGE OF INDIVIDUALS QUALIFIED TO FILL HOSPITAL POSITIONS.

PROBABLY THE SINGLE MOST IMPORTANT FACTOR ACCOUNTING FOR THE RELATIVE LOW LEVEL OF HOSPITAL ORGANIZATION HAS BEEN THE LACK OF SUPPORTIVE LEGISLATION IN MOST STATES. WITH THE NOTABLE EXCEPTION OF CALIFORNIA, ORGANIZATION GENERALLY FOLLOWS LEGISLATION. OTHER FACTORS INCLUDE DIFFICULTY AND EXPENSE IN ORGANIZING HOSPITAL EMPLOYEES AND LACK OF ONE BIG UNION.

1161 RAY, JAMES F. BAINES, PHILIP W.
STATE - UNIVERSITY COOPERATION IN PROFESSIONAL TRAINING FOR PUBLIC-SERVICE--- THE CASE OF TEXAS
PUBLIC PERSONNEL REVIEW VOL.29, NO.3, JULY 1968, 4P.
ADMINISTRATORS RECRUITMENT

MANY STATES HAVE LAGGED BEHIND NATIONAL AND LOCAL GOVERNMENT IN ENCOURAGING AND RECRUITING PROFESSIONALLY TRAINED PUBLIC ADMINISTRATORS. TEXAS HAS BEEN NO EXCEPTION. THIS PROBLEM WAS RECOGNIZED IN TEXAS BY BOTH ACADEMICIANS AND STATE ADMINISTRATORS. ONE OF THE PROPOSALS TO STIMULATE MANAGEMENT PERSONNEL RECRUITMENT WAS THE ESTABLISHMENT OF THE TEXAS FELLOWSHIP PROGRAM IN PUBLIC ADMINISTRATION.

THE PROGRAM CLOSELY RESEMBLES IN STRUCTURE AND OPERATION OTHER MASTERS DEGREE PROGRAMS. IT DOES REQUIRE AN INTERNSHIP TO BE COMPLETED WHILE THE STUDENT IS IN RESIDENCY. THIS HAS BEEN AN EFFECTIVE EDUCATIONAL TECHNIQUE. OF THE M.A. PROGRAMS THAT REQUIRE INTERNSHIP SERVICE, THE SOUTHERN REGIONAL TRAINING PROGRAM IS PERHAPS BEST KNOWN. BECAUSE THESE PROGRAMS LEAD TO GRADUATE DEGREES IN PUBLIC ADMINISTRATION.

1162 TURNBULL III, AUGUSTUS B.
GOVERNMENT SUMMER INTERNS- THE GEORGIA EXPERIENCE.'
PUBLIC PERSONNEL REVIEW, VOL. 29, NO. 3, JULY 1968, 6P.
RECRUITMENT

IN 1966, THE STATE OF GEORGIA INITIATED A SUMMER INTERNSHIP PROGRAM IN STATE GOVERNMENT WHICH WAS DESIGNED TO BE PRODUCTIVE FROM BOTH THE ACADEMIC AND AGENCY VIEWPOINTS. THIS ARTICLE EXAMINES THE GEORGIA PROGRAM FOR THE BENEFIT OF THE OTHER STATE OR LOCAL GOVERNMENTS WHICH MIGHT BE INTERESTED IN CREATING AN INTERNSHIP PROGRAM, OR EVALUATING AN ESTABLISHED PROGRAM IN THE LIGHT OF ANOTHERS EXPERIENCE.

IT DELIBERATELY NARROWS ITS FOCUS TO AN INTENSIVE EXAMINATION OF THE ONE PROGRAM SO THAT ADEQUATE ATTENTION MAY BE GIVEN TO THE PROBLEMS AND CHALLENGES THAT ARISE IN ESTABLISHING AND ADMINISTERING INTERNSHIPS. THE REAL VALUE OF THE PROGRAM IS THAT IT HELPED GEORGIA STUDENTS TO IMPROVE THEIR UNDERSTANDING OF GOVERNMENT, AND THE STATE AGENCIES TO CARRY OUT RESEARCH PROJECTS AND ATTRACT POTENTIAL EMPLOYEES.

1163 TAYLOR, VERNON R.
CONTROL OF CULTURAL BIAS IN TESTING- AN ACTION PROGRAM.'
PUBLIC PERSONNEL REVIEW VOL.29, NO.3, JULY 1968, 12P.
MINORITY CULTURALLY-FAIR

THE AUTHOR EXAMINES WHETHER THE MINORITY MEMBERS ARE DISCRIMINATED AGAINST BY WRITTEN TESTS. THIS RAISES THE ISSUE IF THESE TESTS CAN EVER BE MADE CULTURALLY FAIR, SIMPLIFIED OR EVEN ELIMINATED FOR CIVIL SERVICE JOBS.

CALIFORNIA HAS EMBARKED UPON AN EXTENSIVE PROGRAM TO MAKE ENTRANCE WITH THE STATE SERVICE AS FREE FROM CULTURAL BIAS AS POSSIBLE. ITS ACHIEVEMENTS, PROBLEMS, AND PROSPECTS ARE EXAMINED, INCLUDING A SEARCH FOR ALTERNATIVES.

1164 KIDDER, ALICE
RACIAL DIFFERENCES IN JOB SEARCH WAGES.'
MONTHLY LABOR REVIEW VOL.91, NO.7, JULY 1968, 3P.
URBAN HARD-CORE UNEMPLOYED BLACK

RECENT UPHEAVALS IN URBAN AREAS OF THE U.S. HAVE SHIFTED ATTENTION FROM THE BROAD ISSUE OF EMPLOYMENT DISCRIMINATION PER SE TO EMERGENCY PROGRAMS OF JOB-CREATION FOR THE HARD-CORE UNEMPLOYED. SOME THOUGHT MUST BE GIVEN TO THE CONTINUING INEQUITIES BASED ON RATES AT ALL OCCUPATIONAL LEVELS. THE FACT THAT BLACK PROFESSIONALS AND HARD-CORE UNEMPLOYED LIVE SIDE BY SIDE RAISES THE POSSIBILITY OF A DEMONSTRATION EFFECT. AN INCREASE IN WELL BEING OF PROFESSIONAL NONWHITES THROUGH IMPROVED RELATIVE INCOMES CAN HAVE AN IMMEDIATE IMPACT OF THE POVERTY GROUP.

RESEARCHERS HAVE THUS FAR PAID LITTLE ATTENTION TO THE POSSIBILITY THAT RACIAL DIFFERENCES IN JOB SEARCH MAY PLAY A ROLE IN THE UNEQUAL DISTRIBUTION OF JOB OPPORTUNITIES. THIS ARTICLE ATTEMPTS TO COMPARE PATTERNS OF JOB SEARCH BY RACE, ASSESSING THE CONTRIBUTION OF THIS FACTOR TO RACIAL WAGE DIFFERENTIALS.

1165 DAY, DONALD J.
WORK MEASUREMENT MYTHS AND MANAGEMENT MISCONCEPTIONS.'
BESTS INSURANCE NEWS, VOL. 69, NO. 3, JULY 1968, 2P.
PERFORMANCE REPORT STAFFING EVALUATION SUPERVISOR

WORK MEASUREMENT MEANS THE ESTABLISHMENT OF ENGINEERED STANDARDS FOR THE WORK OF INDIVIDUALS OR THE GROUPS. IT ALSO MEANS A FORMAL PERFORMANCE REPORT SYSTEM, PREFERABLY ON A WEEKLY BASIS. THIS IS NECESSARY TO OBTAIN IMPROVED PERFORMANCE ON A CONTINUING BASIS FROM BOTH EMPLOYEES AND SUPERVISORS.

IT IS HUMAN NATURE TO RESIST CONTROL. IF PEOPLE WERE ALLOWED FREEDOM OF CHOICE VERY FEW MANAGEMENT MEN OR EMPLOYEES WOULD VOTE TO HAVE A FORMAL WORK MEASUREMENT PLAN INSTALLED. MANY COMPANIES ARE FINDING THAT IT IS A VERY EXPENSIVE PRACTICE TO ACCEPT THE UNSUBSTANTIATED OPINION OF A SUPERVISOR THAT ALL EMPLOYEES ARE WORKING AS HARD AS POSSIBLE. IN UNITS OF FOUR OR MORE PEOPLE WHERE WORK MEASUREMENT HAS NEVER BEEN USED. IT IS OFTEN FOUND THAT WORK CAN BE SIMPLIFIED, PRODUCTIVITY IMPROVED AND STAFF REDUCED.

1166 ANONYMOUS **
THE ENCYCLOPEDIA OF STAGING TECHNIQUES.'
SALES MANAGEMENT, VOL. 101, NO. 2, JULY 15, 1968, 15P.
MICROPHONES OPAQUE-PROJECTION MOVIES

EACH PRESENTATION TECHNIQUE HAS ITS PARTICULAR QUIRKS THAT, IF IGNORED, CAN MAKE OR BREAK A MEETING. THIS ARTICLE CONSISTS OF AN ENCYCLOPEDIA OF STAGING TECHNIQUES. NOT ONLY ARE THE TECHNIQUES DESCRIBED, BUT IT TELLS WHAT TO DO TO MAKE THEM WORK.

COVERED ARE SOUND SYSTEMS AND HOW TO PREVENT FEEDBACK AND THE USE OF MULTI-MICROPHONES. A SERIES OF STAGE TERMS ARE DEFINED, AND AN OPAQUE PROJECTION TABLE IS INCLUDED, THIS LISTS THE PROJECTION LENS SIZE AND SIZE OF REQUIRED SCREEN. THE ARTICLE CONCLUDES WITH A THEATER PLANNING GUIDE FOR PRE-PLANNING, THE PRESENTATION, AND POST SHOW. THIS IS FOLLOWED WITH A THEATER CHECKLIST.

1167 GLUECK, WILLIAM F.
REFLECTIONS ON A T-GROUP EXPERIENCE.'
PERSONNEL JOURNAL VOL.47, NO.7, JULY 1968, 5P.
SENSITIVITY TRAINING

THE DISCUSSION BETWEEN THE PROS AND CONS AS TO THE REAL VALUE OF SENSITIVITY TRAINING WILL CONTINUE FOR MANY YEARS. THE INDISCRIMINATE USE CAN HARDLY BE RECOMMENDED. SENSITIVITY TRAINING VARIES IN ITS OBJECTIVES AND METHODS. BUT MOST OF IT SEEMS TO SET OUT TO HELP THE PARTICIPANT TO GAIN SELF INSIGHT AND UNDERSTANDING, IMPROVED UNDERSTANDING OF OTHERS FEELINGS AND ATTITUDES, AS WELL AS THE UNDERSTANDING OF GROUP BEHAVIOR AND THE SHARPENING OF INTERPERSONAL BEHAVIOR SKILLS.

THE PURPOSE OF T-GROUP TRAINING IS TO PROVIDE AN EXISTENTIAL SETTING ON WHICH PARTICIPANTS CAN INTENSIVELY REVIEW AND POSSIBLY REVISE THEIR BASIC VIEWS ABOUT MANS NATURE, GROUP-BEHAVIOR AND ROLES AND PROCEDURES NECESSARY FOR ACCOMPLISHING TASKS WITH OTHERS. THE AUTHOR DESCRIBES THE PROGRAM IN WHICH HE PARTICIPATED AND RECOMMENDS THAT COMPANIES SHOULD STUDY THE MATTER CAREFULLY BEFORE INVESTING IN SUCH TRAINING.

1168 DENOVA, CHARLES C.
IS THIS ANY WAY TO EVALUATE A TRAINING ACTIVITY
PERSONNEL JOURNAL VOL.47, NO.7, JULY 1968, 5P.

AN EVALUATION PROGRAM OF TRAINING IN BUSINESS OR INDUSTRY IS NOT A SIMPLE PROCESS, NOR IS IT AN EASY TASK IF THE JOB IS TO BE DONE COMPLETELY. THE EVALUATION MUST DETERMINE WHAT CHANGES HAVE TAKEN PLACE IN THE EMPLOYEE AS THE RESULT OF EXPOSURE TO EXPERIENCES CALLED -TRAINING-.

AN ANALYSIS MUST BE MADE TO DETERMINE IF THE BEST, MOST ECONOMIC TRAINING PROGRAM WAS CONDUCTED. A DIAGNOSTIC STUDY OF TRAINING METHODS AND TECHNIQUES IS IN ORDER TO DETERMINE WHETHER OR NOT ORGANIZATIONAL EFFECTIVENESS HAS BEEN ATTAINED. THE AUTHOR OFFERS A MULTI-STEP CHECKLIST WITHIN THE ARTICLE.

1169 KISSELOFF, WILLIAM
HOW TO USE MIXED MEDIA IN EXHIBITS.'
SALES MANAGEMENT VOL.101, NO.2, JULY 1968, 7P.
CONVENTION

THE USE OF MIXED MEDIA HAS RECEIVED AN AURA OF MYSTIQUENESS ABOUT IT. THE AUTHOR EXPLAINS THE DEVELOPMENT OF THE PROCESS AND HOW TO USE IT.

EACH ELEMENT IN MIXED MEDIA ADDS A UNIQUE INGREDIENT TO THE OVERALL MIX DEPENDING ON THAT ELEMENTS PHYSICAL PROPERTIES. TO SELECT AND UTILIZE PROPERLY THE VARIOUS MEDIA, YOU MUST UNDERSTAND WHAT EACH MEDIUM DOES BEST AND HOW IT WILL CONTRIBUTE TO THE PARTICULAR COMMUNICATION PROBLEM AT HAND. AS IN DEVELOPING ANY CORPORATE COMMUNICATION VEHICLE, EACH ELEMENT IN MIXED MEDIA MUST BE WELL DESIGNED AND ADDRESSED SPECIFICALLY TO COMMUNICATING THE DESIRED MESSAGE.

1170 MASON, P.
ECP FOR FUNCTIONAL COST ANALYSIS.'
THE MAGAZINE OF BANK ADMINISTRATION VOL.44, NO.7, JULY 1968, 3P.
EVALUATE

A COMPUTER-BASED FUNCTIONAL COST-ANALYSIS SYTEM CAN PROVIDE A BANK WITH AN ACCURATE, EFFECTIVE TOOL TO DETERMINE WHICH OF ITS SERVICES PRODUCE A PROFIT, AND WHICH ARE CONDUCTED AT A LOSS. TO PINPOINT COSTS OF EACH DEPARTMENT WE HAVE APPLIED A SCIENTIFIC SIMULTANEOUS LINEAR EQUATION WHICH MAKES IT POSSIBLE TO ACCUMULATE ALL CHARGES, BANK-WIDE, FOR SIMULTANEOUS AND ACCURATE APPLICATION OF CHARGES BETWEEN DEPARTMENTS.

WE HAVE FOUND THAT DISTRIBUTION OF BURDENS BACK TO FUNCTIONS CREATES A MANAGEMENT INTEREST IS HOLDING DOWN OVERHEAD. IF BANKS ARE TO BE MANAGED EFFECTIVELY, INFORMATION-PROCESSING IS A MUST.

1171 SHULMAN, JOEL
MAKE TECHNICAL PAPERS PAY OFF.'
BUSINESS MANAGEMENT, VOL. 34, NO. 4, JULY 1968, 4P.
RESEARCH UTILIZATION PRESENTATION

PRESENTING SCIENTIFIC OR TECHNICAL PAPERS IS MUCH TOO IMPORTANT, AND POTENTIALLY MUCH TOO PROFITABLE TO BE LEFT STRICTLY TO SCIENTISTS OR TECHNICIANS. IF A TECHNICAL PAPER IS TO DO THE AUTHOR AND COMPANY ANY LASTING GOOD, A PRESENTATION SPECIALIST SHOULD BE CALLED IN.

LEADING COMPANIES CURRENTLY ARE USING SUCH MEN. THIS ARTICLE EXPLAINS WHAT A PRESENTATION SPECIALIST DOES AND HOW HE CAN HELP A COMPANY RETAIN THE LOYALTY AND GOOD WILL OF SCIENTIFIC PEOPLE.

1172 FORD, NEIL M.
QUESTIONNAIRE APPEARANCE AND RESPONSE RATES IN MAIL SURVEY
JOURNAL OF ADVERTISING RESEARCH, VOL. 8, NO. 3, SEPTEMBER 1968, 3P.

ONE OF THE MAJOR PROBLEMS OF MAIL SURVEYS IS GETTING AN INITIAL REPRESENTATIVE RESPONSE. COMMON SENSE TELLS US THAT THE MAIL QUESTIONAIRE SHOULD BE ATTRACTIVE, EASY TO FILL OUT, AND LEGIBLE. THE STUDY DESCRIBED HERE COMPARES THE RESPONSE RATE FOR A PRINTED, FOLDER-TYPE QUESTICNAIRE WITH A MIMEOGRAPHED, STAPLED QUESTIONAIRE. WHAT IS BEING TESTED IS IF THE IMPROVED APPEARANCE OF THE PRINTED, FOLDER-TYPE

QUESTIONAIRE IS A FACTOR THAT INCREASES THE NUMBER OF ANSWERS AS WELL AS THE QUALITY OF ANSWERS. THE RESULTS SHOWED THAT THE PRINTED, FOLDER-TYPE QUESTIONAIRE OUT-PULLED THE MIMEOGRAPHED, STAPLED ONE. HOWEVER, THE DIFFERENCE WAS NOT SIGNIFICANT AND DID NOT JUSTIFY THE ADDED EXPENSE.

1173 COOPER, WARREN P.
I WORK A COMPUTER -AND SO CAN YOU-.'
ADMINISTRATIVE MANAGEMENT, VOL. 29, NO. 7, JULY 1968, 3P.
OPERATE GUIDELINES

TODAY THE COMPUTER SYSTEM IS USED TO HANDLE FAIRLY SOPHISTICATED PROBLEMS. THEY ARE VERY MUCH A FACT OF LIFE, AND THEY WILL BECOME EVEN MORE SO. THE AUTHOR LEARNED FAIRLY QUICKLY HOW TO OPERATE A COMPUTER. IN THIS ARTICLE HE PASSES ALONG SOME GUIDELINES.

FIRST, STUDY INSTRUCTION MANUALS CAREFULLY, DO NOT FEEL YOU HAVE TO MASTER THEM COMPLETELY. ALSO HAVE AS MANY MEMBERS OF YOUR DEPARTMENT LEARN TO USE THE SYSTEM AS POSSIBLE. STIMULATE YOUR STAFF TO SEEK NEW WAYS THE SYSTEM CAN HELP. GET THE IDEA THAT INITIALLY YOU WILL SAVE SOME TIME WITH THE COMPUTER. THIS TIME IS AN INVESTMENT. DOCUMENT EACH PROGRAM SO THAT EVERYONE KNOWS WHAT IT IS DESIGNED TO DO.

1174 ANONYMOUS **
AGE DISCRIMINATION IN EMPLOYMENT PROHIBITED.'
BANKING, VOL. 61, NO. 1, JULY 1968, 1P.

THE AGE DISCRIMINATION IN EMPLOYMENT ACT APPROVED LAST DECEMBER BECAME EFFECTIVE ON JUNE 12, 1968. IT APPLIES TO EMPLOYERS AND LABOR ORGANIZATIONS EMPLOYING OR HAVING AS MEMBERS 25 OR MORE PERSONS AND TO EMPLOYMENT AGENCIES SERVING SUCH EMPLOYERS. THIS INCLUDES BANKS AND OTHER FINANCIAL INSTITUTIONS, BANKERS ASSOCIATIONS, AND THE LIKE.

THE LAW PROMOTES THE EMPLOYMENT OF 45 TO 65 YEAR OLD WORKERS AND PROHIBITS ARBITRARY DISCRIMINATION AGAINST THEM. DETAILS ARE SPELLED OUT IN THE -FEDERAL REGISTER- OF MAY 24, 1968, INCLUDING A LIST OF PERSONNEL RECORDS TO BE KEPT, REQUIREMENTS FOR POSTING OFFICIAL NOTICES ABOUT THE ACT, AND AN EXPLANATION OF POSSIBLE ADMINISTRATIVE EXCEPTIONS FROM THE ACT.

1175 ANONYMOUS **
NEW CALCULATORS, STRONG, SILENT PARTNERS.'
ADMINISTRATIVE MANAGEMENT VOL.29, NO.8, AUG. 1968, 4P.

ABOUT TWO-AND-A-HALF TIMES MORE PRINTING CALCULATORS THAN VISUAL DISPLAY MACHINES ARE NOW BEING SOLD IN THE U.S. IN FACT, THE TREND IS STILL STRONGLY IN FAVOR OF PRINTING CALCULATORS, ALTHOUGH THERE WILL ALWAYS BE A DEMAND FOR VISUAL-TYPE MACHINES.

THE NUMBER OF ELECTRONIC CALCULATORS ON THE MARKET IS GROWING RAPIDLY. ALTHOUGH MORE COSTLY THAN THEIR LESS SOPHISTICATED COUSINS, THE ELECTRONIC MACHINES RACKED UP SALES OF BETWEEN $40 AND $50 MILLION IN 1967. THE 1968 FIGURE IS EXPECTED TO DOUBLE LAST YEARS.

CALCULATORS, TODAY, NOT ONLY CALCULATE, BUT THE NEW MODEL ELECTRONIC UNITS CAN BE PROGRAMMED, AND ALSO HAVE THE CAPABILITY OF SPEEDILY AND SILENTLY PRINTING OUT PROBLEMS AND ANSWERS. THE ARTICLE CONTAINS A LENGTHY CHART COMPARING ELECTRONIC, ROTARY AND PRINTING CALCULATORS.

1176 BEVANS, MARTIN J.
TRAINING AIDS SPEED THE MESSAGE.'
ADMINISTRATIVE MANAGEMENT VOL.29, NO.8, AUG. 1968, 9P.
BLACKBOARDS VIDEOTAPE MOVIE

THERE ARE MANY VARIED TOOLS THAT MAY BE UTILIZED FOR TRAINING. ELECTRONIC BLACKBOARDS, PROGRAMMED INSTRUCTION AND VIDEOTAPE ARE SOME OF THE NEWER METHODS USED TO MAKE THE AUDIO-VISUAL MESSAGE MORE EXACT AND EASIER TO UNDERSTAND.

TRADITIONAL AIDS SUCH AS MOVIE PROJECTORS ARE ABLE TO SHOW TWO OR MORE DIFFERENT TYPES OF FILM, AND SOME CAN DO IT IN LIGHTED ROOMS. LOWER PRICES AND PORTABILITY ARE EMPHASIZED IN THE NEWER PRODUCTS. REVIEWED ARE SLIDE SYSTEMS, OVERHEAD PROJECTORS AND VIDEOTAPES.

1177 ANONYMOUS **
TRAINING- WHAT YOU CAN DO.'
ADMINISTRATIVE MANAGEMENT VOL.29, NO.8, AUG. 1968, 1P.
MIDDLE AGED

ONE AREA THAT IS SORELY NEGLECTED IS THE TRAINING OR RE-TRAINING OF THE EXECUTIVE IN HIS FIFTIES. THE VAST NATURAL RESOURCE OF COMPANIES ALL OVER THE U.S. IS IN LARGE MEASURE GOING TO WASTE. SOME OF THE OLDER MEN ARE BEING FIRED, OTHERS ARE KEPT ON, BUT ARE NOT DOING THE KIND OF WORK THAT HELPS THEM OR THEIR COMPANY. A PROGRAM DESIGNED TO TRAIN THESE MEN WOULD PAY ALMOST IMMEDIATE DIVIDENDS. THEY BRING INTELLIGENCE, MATURITY AND EXPERIENCE TO A MANAGEMENT DEVELOPMENT COURSE.

AS FOR COLLEGE STUDENTS, THEY SHOULD HAVE AT LEAST SOME BASIC TRAINING IN THE USE OF COMPUTER. THEY SHOULD LEARN TO READ AND WRITE COMPUTER LANGUAGES AND BE ABLE TO HANDLE EDP SYSTEMS. BECAUSE THESE ARE THE SKILLS YOUR COMPANY WILL NEED, AND IT IS A LOT CHEAPER FOR THE STUDENTS TO LEARN THESE SKILLS IN SCHOOL INSTEAD OF ON THE JOB.

1178 BERKWITT, GEORGE J.
A FORMULA FOR MEASURING EXECUTIVES.'
DUNS REVIEW, VOL. 95, NO. 2, AUGUST 1968, 5P.
APPRAISAL EVALUATION

TODAY TOP-MANAGEMENT MAY BE ON ITS WAY TO FINDING A FOOLPROOF FORMULA FOR MEASURING EXECUTIVES. ADMITTEDLY, ACCURATE EVALUATION OF EXECUTIVE PERFORMANCE IS NOT EASY UNDER THE BEST OF CIRCUMSTANCES. IT IS ONE OF THE TRICKIEST TASKS FACING MANAGEMENT.

NONETHELESS, TODAYS MANAGEMENT SPECIALISTS PREDICT THAT AN OBJECTIVE APPRAISAL OF EXECUTIVE PERFORMANCE MAY SOON BE A CORPORATE FACT OF LIFE. THEY EVEN EXPECT TO WORK OUT PRECISE MATHEMETICAL FORMULAS FOR EVALUATION. PERHAPS THE BIGGEST HURDLE OF ALL LEADING TO THE ACHIEVEMENT OF A MORE EQUITABLE SYSTEM OF MEASURING EXECUTIVES IS THE ATTITUDE OF MUCH OF THE CORPORATE HIERARCHY ITSELF. ALL TOO OFTEN, THOSE IN THE SECOND AND THIRD ECHELONS OF MANAGEMENT RESIST ANY ATTEMPT AT A SCIENTIFIC APPRAISAL OF THEIR DAY-TO-DAY CONTRIBUTIONS.

1179 OPELKA, F. GREGORY
NEIGHBORHOOD DATA, REPORT FACT, NOT FANCY.'
SAVINGS AND LOAN NEWS, VOL. 89, NO. 8, AUGUST 1968, 2P.
APPRAISALS MEASURE EVALUATE COMMUNITY

-APPRAISAL REPORT- HAS TRIED TO IMPRESS UPON SAVINGS-AND-LOAN MANAGEMENT TEAMS THE NEED TO INCORPORATE FACTURAL AND MEANINGFUL NEIGHBORHOOD DATA INTO THEIR APPRAISALS. THE REASON THIS IS THAT NEIGHBORHOOD ECONOMICS OFFERS THE KEY TO EFFECTIVE MORTGAGE LOAN UNDERWRITING, ESPECIALLY IN RESIDENTIAL LENDING.

MANY MANAGERS, LOAN OFFICERS AND APPRAISERS AGREE WITH THIS ADVICE AND MEET THEIR DAILY UNDERWRITING CHALLENGES AIMED WITH NEIGHBORHOOD ECONOMIC AND TREND DATA.

IN AN EFFORT TO SHOW HOW DIFFERENT KINDS OF NEIGHBORHOOD DATA REPORTING MIGHT AID THE LENDER, A SERIES OF FORMS ARE REPRODUCED TO ALLOW A COMPARISON BETWEEN SEVERAL TYPES OF APPRAISAL FORMS.

1180 TABAC, M.
SCHOLARSHIPS AND FELLOWSHIP GRANTS
TAXES, VOL. 46, NO.8, AUGUST 1968. 8P.

SECTION 117, 1954, PROVIDES FOR THE EXCLUSION OF SCHOLARSHIPS AND FELLOWSHIP GRANTS FROM GROSS INCOME. IN CONSTRUING SECTION 117, MOST COURTS HAVE OVERLOOKED THE CRUCIAL DISTINCTION THAT CONGRESS MADE BETWEEN INDIVICUALS PURSUING EDUCATION FOR THEIR OWN BENEFIT AND THE PUBLICLY AIDED NON-DEGREE CANDIDATES-EMPLOYEES FOR A CONTINUING EMPLOYMENT RELATIONSHIP. POLICY IS THAT EXCLUSION DOES NOT APPLY IF THE RECIPIENT RENDERS SERVICES. THIS VIEW IS TOO NARROW AND NOT WHAT WAS INTENDED.

LITTLE CHANGE HAS OCCURRED BECAUSE THE OLD LAW IS STILL PART OF THE TRAINING REGULATIONS. WHEN THE DECISION IS MADE TO USE THE NEW LAWS, IN THEIR OWN CONTEXT, GREATER CERTAINTY WILL BE PROVIDED IN THIS TROUBLESOME AREA.

1181 PATTEN JR., THOMAS H.
FUNC MERIT INCREASES FOR SALARIED EMPLOYEES.'
BUSINESS TOPICS, VOL. 16, NO. 3, SUMMER 1968, 10P.
MONEY MOTIVATE

MONEY AS A MOTIVATING FORCE HAS BEEN OF INTEREST TO STUDENTS AND PRACTITIONERS OF INDUSTRIAL-RELATIONS FOR MANY YEARS. THE PURPOSE OF THIS ARTICLE IS TO DESCRIBE AND ANALYZE THE WAYS IN WHICH MERIT INCREASES ARE FUNDED AND ALLOCATED FOR PRIMARILY SALARIED NON-UNION EMPLOYEES IN LARGE SCALE ORGANIZATIONS.

IN LIEU OF VALID AND RELIABLE INFORMATION ABOUT HOW PEOPLE PERFORM AND HOW TO ALLOCATE MONEY SO THAT THEY ARE MOTIVATED TO PERFORM AT THE HIGHEST LEVELS OF THEIR ABILITY, MANAGEMENT HAS FALLEN BACK UPON ARBITRARY RULES AND NEUTRAL MECHANISMS THAT HAVE AS THEIR BASIC PURPOSES THE CONTROL OF SALARY EXPENSE.

1182 SICHEL, WERNER
POLICY FOR USING RESEARCH RESULTS.'
BUSINESS TOPICS, VOL.16, NO.3, SUMMER, 1968, 5P.
UTILIZATION TECHNOLOGY TRANSFER

ATTAINING MAXIMUM PROFITS IS NOT MERELY A FUNCTION OF PRICE-O[illegible] DECISIONS, BUT OF MANY DIFFERENT POLICY DECISIO[illegible]UDING THOSE DEALING WITH THE VARIETY OF PRODUCTS, [illegible] ADVERTISING OUTLAY, AND THE RESEARCH RESULTS. THIS ARTICLE DEALS WITH THE LATTER ONE - RESEARCH RESULTS.

A RESEARCH RESULT IS DEFINED AS A NEW PRODUCT OR PROCESS, STEMMING FROM A FIRMS RESEARCH ACTIVITIES, WHICH IS A SIGNIFICANT ENOUGH ADVANCEMENT TO BE PATENTABLE AND TO CAUSE EITHER THE INVENTOR-FIRM OR SOME OTHER FIRM TO BE WILLING TO INTRODUCE IT. OFTEN, MANAGEMENT WILL DECIDE NOT TO IMMEDIATELY DEVELOP AND INTRODUCE OR MAYBE NEVER INTRODUCE A RESULT. IN THIS REGARD, IT IS IMPORTANT FOR MANAGERS TO RECOGNIZE THE PRINCIPLE THAT WHAT A FIRM HAS TO SELL IS NOT MERELY ITS PRODUCT BUT ITS PRODUCTION WHICH INCLUDES RESEARCH RESULTS. MANAGERS ARE ADVISED TO MAXIMIZE RETURNS FROM R+D.

1183 GRANT, C.B.S.
FEDERAL GRANTS ENCOURAGE REGIONAL CENTERS, TOTAL SYSTEMS.'
DATA PROCESSING, VOL. 10, NO. 7, JULY 1, 1968, 2P.
EDUCATION DATA-PROCESSING INNOVATIVE

THIS ARTICLE DEALS WITH THE APPLICATIONS AND USES OF DATA-PROCESSING EQUIPMENT AND TECHNIQUES IN EDUCATIONAL INSTITUTIONS.

THANKS TO A SURVEY CONDUCTED BY THE ASSOCIATION FOR EDUCATIONAL DATA SYSTEMS AND PUBLISHED IN AEDS MONITOR, IT IS POSSIBLE TO IDENTIFY MANY OF THE SCHOOLS EXPERIMENTING WITH TOTAL-SYSTEMS AND OTHER DATA-PROCESSING APPLICATIONS. THESE SCHOOLS ARE LISTED IN A THREE-PART REPORT, ESEA TITLE 3 PROJECTS INVOLVING USE OF DATA PROCESSING SYSTEMS. TITLE 3 OF THE ESEA IS THAT PART WHICH ENCOURAGES EDUCATIONAL INSTITUTIONS TO COME UP WITH INNOVATIVE, EXEMPLARY, OR ADAPTIVE PROJECTS TO ADVANCE CREATIVITY IN EDUCATION. ACCORDING TO THE ARTICLE THIS ACT HAS ENCOURAGED GREATLY INNOVATIVE PROJECTS THAT ARE TOTAL-SYSTEM ORIENTED.

1184 IJIRI, Y. KINARD, J.D. PUTNEY, F.B.
A SYSTEM FOR BUDGET FORECASTING AND OPERATING PERFORMANCE.'
JOURNAL OF ACCOUNTING RESEARCH VOL.6, NO.1, SPRING 1968, 28P.

INACCURACY IN FORECASTING PRODUCTION CAN RESULT IN ADDED COST KNOWN AS FORECASTING DISPLACEMENT COST, INCLUDING BOTH OPPORTUNITY AND ACTUAL COSTS. OVERESTIMATION CAN MEAN ADDED COSTS FOR EXCESS PRODUCTION CAPACITY, SPOILED INVENTORY, OR INVENTORY CARRYING COSTS. UNDERESTIMATION MAY RESULT IN LOST SALES, EMERGENCY PRODUCTION, OR PURCHASES AT EXTRA COST.

WHEN FORECASTS ARE MADE BY OPERATING PERSONNEL, SUCH AS INDIVIDUAL SALESMEN, AN INCENTIVE SYSTEM PROVIDING COST PENALTIES FOR MISESTIMATION CAN SAVE THE FIRM MONEY. THE

DEPARTMENT OF DEFENSE EMPLOYS A SIMILAR SYSTEM WITH CONTRACTORS. THE AUTHOR DEMONSTRATES INCENTIVE PLANS BY EQUATIONS IN TERMS OF ESTIMATION IN COST, DAYS, AND QUALITY. AN EXTENSIVE LIST OF BUDGETING LITERATURE IS APPENDED.

1185 JANGER, ALLEN R.
EMPLOYING THE HIGH SCHOOL DROPOUT.'
THE CONFERENCE BOARD RECORD, VOL. 5, NO. 8, AUGUST 1968, 10P.
NEGROES

SINCE 1962 THE EQUITABLE LIFE ASSURANCE SOCIETY IN NEW YORK CITY HAS BEEN RUNNING VARIOUS PROGRAMS WITH THE AIM OF EMPLOYING YOUNG HIGH-SCHOOL DROPOUTS, ESPECIALLY THOSE FROM THE GHETTOS. SOME OF THE METHODS INCLUDED A COUNSELOR TO WORK WITH THE DROPOUTS, ENCOURAGEMENT AND UNDERSTANDING FROM SUPERVISORS, PROJECT TRAINING-SESSIONS, CLASSES INSTRUCTED BY NEGROES WHICH WOULD LEAD TO HIGH-SCHOOL DIPLOMAS OR AN EQUIVALENT CERTIFICATE, AND SPECIAL COURSES TO FURTHER PROMOTION. MANY OF THESE INTERVENTIONS HAVE PROVEN SUCCESSFUL, AND FURTHER IMPROVEMENTS TOWARDS THIS PROGRAM ARE BEING INITIATED CONTINUALLY. ++ MAY NOT BE REPRINTED.++

1186 BAEHR, MELANY WILLIAMS, GLENN
PREDICTION OF SALES FROM PERSONAL BACKGROUND DATA
JOURNAL OF APPLIED PSYCHOLOGY, VOL.52, NO.2, APRIL 1968,6P.
FACTOR-SCORE

A CONCURRENT VALIDITY STUDY WAS MADE OF THE SCORES OF 210 SALESMEN AND 16 DISTRICT MANAGERS ON 15 PERSONAL BACKGROUND DIMENSIONS, IDENTIFIED PREVIOUSLY BY FACTOR ANALYSIS. DIFFERENCES BETWEEN FACTOR-SCORE MEANS FOR THE MANAGER AND SALES GROUPS AND FOR THE UPPER-AND LOWER-RATED SALES GROUPS WERE SIGNIFICANT FOR THE FACTORS FINANCIAL RESPONSIBILITY, EARLY FAMILY RESPONSIBILITY, AND STABILITY. MULTIPLE-REGRESSION ANALYSES OF THE FACTOR SCORES AGAINST EACH OF 5 CRITERION MEASURES OF ON-THE-JOB BEHAVIOR YIELDED CORRELATIONS OF .42, .50, AND .36 FOR THE 3 MAJOR CRITERIA OF OVERALL PERFORMANCE, AND MEAN AND MAXIMUM SALES VOLUME RANK. THE CRITERIA ROUTE DIFFICULTY AND TENURE GAVE CORRELATIONS OF .27 AND .30. INTERPRETATION OF THE HIGHEST-WEIGHTED FACTORS IN THESE ANALYSES INDICATES THE LOGICAL, DYANMIC RELATIONSHIPS BETWEEN PERSONAL BACKGROUND AND JOB BEHAVIOR. ++ MAY NOT BE REPRINTED.++

1187 COWLES, ARTHUR W.
BUSINESSMEN AND NEGRO LEADERS WEIGH THEIR CURRENT CONCERNS.'
THE CONFERENCE BOARD RECORD VOL.5, NO.7, JULY 1968, 3P.

THERE ARE EIGHT OPPORTUNITIES FOR THE UNDERSTANDING AND PROGRESS IN TACKLING COMMON PROBLEMS INSTEAD OF CONCENTRATION ON THE EXTENT AND VARIETY OF THE PROBLEMS THEMSELVES, WHICH HAS DONE ALL TOO MUCH IN THE PAST. THEY ARE AS FOLLOWS- 1. BUSINESS CAN COMMUNICATE THE NEED FOR PARTICIPATION AND CONSTRUCTION ACTION, 2. IT CAN TAKE A LEADING ROLE IN RE-EXAMINING PRIORITIES, 3. BUSINESS CAN TELL IT LIKE IT IS, 4. BUSINESS CAN ALSO APPLY ITS OWN METHODS OF EFFICIENCY MEASUREMENT AND CORRECTIVE ACTION TO WELFARE, 5. IT CAN UTILIZE ITS OWN STANDARDS IN EVALUATING THE EFFICIENCY OF EDUCATIONAL PERFORMANCE, 6. IT CAN LOBBY AS EFFECTIVELY FOR SOCIAL CHANGE AND LEGISLATION AS IT DOES FOR BUSINESS -RELATED LEGISLATION-, 7. BUSINESS CAN CREATE JOBS NOW, 8. BUSINESS CAN ALSO SUPPORT AND ENCOURAGE NEGRO ENTREPRENEURSHIP. ++ MAY NOT BE REPRINTED.++

1188 FELD, BARBARA
THE SUBEMPLOYMENT INDEX- A NEW MEASURE.'
THE CONFERENCE BOARD RECORD VOL.5, NO.7, JULY 1968, 4P.
UNEMPLOYED UNDEREMPLOYMENT EMPLOYMENT

IN NOVEMBER OF 1966, THE DEPARTMENT OF LABOR, AS A PART OF AN INVESTIGATION CONDUCTED STUDIES IN AREAS WHICH CONTAINED MUCH ECONOMIC HARDSHIP- THE SLUMS OF THE CITIES. AS A RESULT OF THE INFORMATION GATHERED IN THESE STUDIES, A NEW RATE CAME INTO BEING CALLED THE SUBEMPLOYMENT RATE. THIS NEW RATE, SUBEMPLOYMENT RATE, INCLUDES NOT ONLY- 1. PERSONS UNEMPLOYED ACCORDING TO THE CONVENTIONAL DEFINITION OF THE TERM, BUT ALSO, 2. THOSE PEOPLE WORKING PART-TIME BUT WANTING FULL-TIME WORK, 3. HEADS OF HOUSEHOLDS AND OTHER MEMBERS UNDER 65 WORKING FULL-TIME BUT EARNING POVERTY WAGES, 4. HALF OF THE MEN 20 TO 64 YEARS OF AGE AND OUT OF THE LABOR FORCE, 5. AN ESTIMATE OF THE MEN ASSUMED LIVING IN AN AREA AND BELONGING TO ONE OF THE FOUR OTHER GROUPS, BUT COULD NOT BE FOUND. ++ MAY NOT BE REPRINTED.++

1189 WALKER, JAMES W.
TRENDS IN MANPOWER MANAGEMENT RESEARCH.'
BUSINESS HORIZONS, VOL. 11, NO. 4, AUGUST 1968, 10P.

A VARIETY OF CRUCIAL PROBLEMS CONFRONT MANPOWER MANAGEMENT. MANAGERS, FOR EXAMPLE, MUST DEFINE AND EVALUATE SUCCESSFUL EMPLOYEE PERFORMANCE AND DETERMINE THE EFFECTS OF TRAINING PROGRAMS ON EMPLOYEE BEHAVIOR. EFFECTIVE COMPENSATION PROGRAMS MUST BE APPLIED TO ACTUAL PRACTICE. THE FIELD OF MANPOWER MANAGEMENT IS CONFRONTED WITH DISPUTE OF SUCH ISSUES WHICH HAVE MAINLY BEEN RESEARCHED IN AN UNINTEGRATED AND UNSYSTEMATIC FASHION. THIS ARTICLE OFFERS AN EXPLANATION OF BASIC CONCEPTS WITHIN THESE MANPOWER MANAGEMENT RESPONSIBILITIES AND A DISCUSSION OF IMPORTANT CURRENT ISSUES EVALUATING INVESTIGATION BY CORPORATE RESEARCHERS.

1190 MAYER, CHARLES S.
A COMPUTOR SYSTEM FOR CONTROLLING INTERVIEWER COSTS.'
JOURNAL OF MARKETING RESEARCH, VOL. 5, NO. 3, AUGUST 1968, 7PP.
SURVEY

THE TRADITIONAL METHOD OF EVALUATING INTERVIEWER COST PERFORMANCE BY COST PER INTERVIEW IS INCOMPLETE AND POTENTIALLY UNJUST. A COMPUTOR ANALYSIS OF INPUTS SUPPLIED BY INTERVIEWERS PROVIDES A SET OF MANAGEMENT STATISTICS THAT EXPLAINS REASONS FOR HIGH-COST INTERVIEWER PERFORMANCE. THIS ARTICLE DESCRIBES AN INTERVIEWER COST CONTROL SYSTEM USED FOR A LARGE REPETITIVE STUDY OF APPLIANCE PURCHASES CONDUCTED BY AUDITS OF GREAT BRITAIN, LIMITED.

THE SYSTEM DESCRIBED IS A STEP TOWARD BUILDING AN INTERNAL MANAGEMENT INFORMATION-SYSTEM FOR A MARKET-RESEARCH FIRM. THE COMPUTOR WILL NOT REPLACE PEOPLE BUT WILL ONLY AUTOMATE MUCH OF THE TEDIOUS WORK HANDLED BY FIELD DEPARTMENTS. ++ MAY NOT BE REPRINTED.++

1191 SCHAFER, CHARLES LOUIS
SPEAKERS SEMINARS TURN PAPERS INTO PRESENTATIONS.'
SALES MANAGEMENT, PART II, SEPT. 15, 1968, 5PP.
TECHNOLOGY TRANSFER

BOB PERRY WAS RECENTLY ASKED BY THE JOINT COMPUTOR CONFERENCES TO HELP PREPARE A ONE DAY SEMINAR TO HELP SPEAKERS DEVELOP GOOD TECHNIQUES FOR ORAL AND VISUAL PRESENTATION OF TECHNICAL PAPERS. TOO OFTEN SPEAKERS RUSH THROUGH THEIR REPORTS OR READ THEM WITH LITTLE OR NO EYE CONTACT.

PERRY USES ENGINEERING TERMS TO DESCRIBE CHARACTERISTICS OF PRESENTATION AND WORKING RELATIONSHIPS BETWEEN SPEAKERS AND AUDIENCES. HE FEELS THAT THE MAJOR ELEMENTS OF THE TRANSFER OF KNOWLEDGE IS SELECTIVITY, UNDERSTANDING, RECOGNITION OF EVALUATION OF EXPERTISE, AND EXCHANGE OF FEEDBACK.

1192 GYLLENHAAL, HUGH A.
GUIDE TO MEETING STYLES, GROUPS AND METHODS.'
SALES MANAGEMENT, PART II, SEPT. 15, 1968, 5PP.
WORKSHOPS CONFERENCES

A VARIETY OF NEW TECHNIQUES HAVE RECENTLY COME OUT FOR MEETINGS. HOWEVER, MUCH CONFUSSION HAS ARISEN BECAUSE OF AN OVEREMPHASIS ON THESE NEW TECHNIQUES. MANY HAVE BEEN PUT TO SOLVING ALL MEETING PROBLEMS RATHER THAN FOR THOSE THAT THEY WERE INTENDED.

THIS ARTICLE HAS DEVELOPED A LIST WHERE THE METHOD, ITS PURPOSE, AND ITS FEATURES ARE LISTED. FOR INSTANCE, A PANEL PRESENTS INFORMATION, OFTEN CONTROVERSIAL, FROM SEVERAL POINTS OF VIEW. A PANEL FEATURES MEMBERS STATING THEIR VIEWS AND DISCUSSION IS HELD WITH ONE ANOTHER. PANEL MEMBERS USUALLY REHEARSE BRIEFLY.

1193 LIPPITT, GORDON
MAJOR TASK IS TO COORDINATE INFORMATION.'
SALES MANAGEMENT, PART II, SEPTEMBER, 1968. 8P.
COMMUNICATE TRAIN CHANGE ATTITUDE

DR. GORDON LIPPITT, PROFESSOR AT GEORGE WASHINGTON UNIVERSITY, STRESSED THE IMPORTANCE OF INFORMATION COORDINATION WHEN PLANNING A MEETING. DR. LIPPITT ALSO STRESSED THAT INFORMATION MUST BE SYNTHESIZED AND TESTED.

THREE KINDS OF GOALS WERE MENTIONED IN MEETING PLANNING. FIRST, WHERE ARE YOU TRYING TO COMMUNICATE INFORMATION AND HAVE THE PEOPLE ACQUIRE KNOWLEDGE. SECONDLY, WHERE YOUR PURPOSE IS THE ACQUIRING OF SKILLS BY THOSE ATTENDING SO THEY WILL BE ABLE TO DO IT. FINALLY, WHERE YOUR MAJOR AIM IS TO CHANGE ATTITUDES. FURTHER EXAMPLES WERE CITED AS TO THE IMPORTANCE OF ACCURATE INFORMATION IN MEETING PLANNING. COMMENTS FROM THE AUDIENCE AT THE WORKSHOP FOR SALES MEETING PLANNERS AND SOME OF LIPPITTS RESPONSES WERE LISTED IN THE FINAL STAGE OF THE ARTICLE.

1194 MOORE, MICHAEL R.
PITFALLS IN PLANNING AN EDP INSTALLATION.'
MANAGEMENT SERVICES, VOL. 5, NO. 5, SEPTEMBER-OCTOBER, 1968, 8PP.

COMMON PROBLEMS ASSOCIATED WITH THE CONVERSION TO EDP SYSTEMS CAN BE MINIMIZED BY A PLANNED, CONTROLLED, SYSTEMATIC APPROACH TO THE DESIGN AND INSTALLATION PROCESS. MANAGEMENT MUST BE INVOLVED FROM THE BEGINNING WITH CAREFULLY SPECIFIED INFORMATION REQUIREMENTS, AND CONTROL SHOULD BE VESTED AT A RELATIVELY HIGH EXECUTIVE LEVEL.

SOME OF THE MOST COMMON PITFALLS IN THE DESIGN AND INSTALLATION OF EDP SYSTEMS ARE A LACK OF COMMUNICATION BETWEEN THE USERS AND THE PROGRAMERS, UNWILLINGNESS OF MANAGEMENT TO HIRE SYSTEMS SPECIALISTS, AND INADEQUATE MONITORING, TESTING AND DOCUMENTATION AS THE SYSTEM IS BEING MADE OPERATIVE. ABOVE ALL, CRASH PROGRAMS SHOULD BE AVOIDED, SINCE THEY CAN MEAN NOT ONLY POOR OUTPUT TEMPORARILY, BUT THE MISUSE OF THE WHOLE SYSTEM.

1195 ARNOT, JOHAN
SELECTIVE PROCESSES IN WORD OF MOUTH.'
JOURNAL OF ADVERTISING RESEARCH, VOL. 8, NO. 3, SEPTEMBER 1968, 4PP.
INFORMAL COMMUNICATION

INFORMAL COMMUNICATION IS OFTEN A MORE IMPORTANT SOURCE OF INFORMATION FOR THE CONSUMER THAN ARE THE MASS MEDIA. THE STUDY RELATED IN THIS ARTICLE WAS DESIGNED TO EXPLORE THE ROLE OF WORD OF MOUTH COMMUNICATION IN THE DIFFUSION OF A NEW FOOD PRODUCT.

WORD OF MOUTH SEEMED TO REINFORCE EXISTING TENDENCIES TO BUY NEW PRODUCTS. CONTRARY TO EXPECTATIONS, THE GROUPS MOST PREDISPOSED TO BUY APPEARED TO BE LEAST AFFECTED BY WORD OF MOUTH. IN OTHER WORDS, ONCE THE PREDISPOSITIONS ARE STRONG ENOUGH, FAVORABLE WORD OF MOUTH IS NOT NEEDED.

1196 HULIN, CHARLES
EFFECT OF CHANGES IN JOB SATISFACTION ON EMPLOYEE TURNOVER
JOURNAL OF APPLIED PSYCHOLOGY, VOL.52, NO.2, APRIL 1968, 5P.
FEMALE CLERICAL

THE RESULTS OF A PROGRAM DESIGNED TO INCREASE THE JOB SATISFACTION AND DECREASE THE TURNOVER RATE AMONG A LARGE GROUP OF FEMALE CLERICAL WORKERS ARE PRESENTED. RESULTS INDICATED THAT LEVELS OF SATISFACTION WERE INCREASED, WITH THE LARGEST INCREASES OCCURRING IN THE SATISFACTION VARIABLES STRESSED IN THE PROGRAM. A SIGNIFICANT DECREASE IN TURNOVER (FROM 30 PERCENT TO 12 PERCENT) WAS ALSO OBSERVED. SEVERAL ALTERNATIVE EXPLANATIONS FOR INCREASED SATISFACTION AND DECREASED TURNOVER WERE CONSIDERED. DUE TO THE LACK OF A COMPLETELY ADEQUATE CONTROL GROUP, NONE WAS CONSIDERED ADEQUATE TO EXPLAIN THE PARTICULAR PATTERN OF RESULTS OBTAINED. ++MAY NOT BE REPRINTED++

1197 KATZELL, MILDRED
EXPECTATIONS AND DROPOUTS IN SCHOOLS OF NURSING.'

JOURNAL OF APPLIED PSYCHOLOGY, VOL.52, NO.2, APRIL 1968, 5P.

THE EXPECTATIONS AND EXPERIENCES OF STRESS AND SATISFACTION OF 1,852 1ST-YR. STUDENTS IN 43 SCHOOLS OF NURSING WERE ASSESSED BY QUESTIONNAIRE. LOW BUT SIGNIFICANT NEGATIVE CORRELATIONS WERE OBTAINED BETWEEN WITHDRAWAL AND (A)EXPERIENCED SATISFACTIONS AND (B) CONFIRMATION OF EXPECTATIONS, ESPECIALLY WITH RESPECT TO SATISFACTIONS. WITHDRAWAL WAS UNRELATED TO EXPERIENCES OF STRESS, WHETHER EXPECTED OR UNEXPECTED. ++ MAY NOT BE REPRINTED.++

1198 MEYER, MARSHALL W.
THE TWO AUTHORITY STRUCTURES OF BUREAUCRATIC ORGANIZATION.'
ADMINISTRATIVE SCIENCE QUARTERLY VOL.13, NO.2, SEPT. 1968, 17P.
DECISION-MAKING CENTRALIZED DECENTRALIZATION

THIS STUDY ATTEMPTS TO LINK THE FORMAL STRUCTURE OF BUREAUCRATIC ORGANIZATIONS TO DECISION-MAKING PROCESSES, AND IN PARTICULAR TO CENTRALIZATION OR DECENTRALIZATION OF AUTHORITY. INTERVIEW DATA WERE OBTAINED FROM 254 CITY, COUNTY, AND STATE DEPARTMENTS OF FINANCE. THESE DATA SHOW THAT, CONTROLLING FOR AN ORGANIZATIONS SIZE, DECISION-MAKING AUTHORITY IS MORE HIGHLY CENTRALIZED AS THE NUMBER OF SUBUNITS IN AN ORGANIZATION INCREASES, BUT AS THE NUMBER OF LEVELS OF SUPERVISION GROWS, THERE IS GREATER DECENTRALIZATION AND AT THE SAME TIME PROLIFERATION OF RULES THAT SPECIFY CRITERIA TO GUIDE DECISIONS.

1199 AAKER, DAVID A.
A PROBABLISTIC APPROACH TO INDUSTRIAL MEDIA SELECTION.'
JOURNAL OF ADVERTISING RESEARCH, VOL. 8, NO. 3, SEPTEMBER, 1968. 8P.
OPTIMIZING MODEL

THE MODEL DESCRIBED IN THIS ARTICLE, PROBABLISTIC OPTIMIZING MODEL FOR SELECTING INSERTION SCHEDULES -POMIS-, IS A DISAGGREGATIVE, PROBABILISTIC APPROACH TO A PARTICULAR BUT COMMON INDUSTRIAL MEDIA SELECTION PROBLEM. THAT IS WITHIN A GIVEN BUDGET, WHAT JOURNAL INSERTION SCHEDULE WILL OBTAIN THE GREATEST IMPACT FOR AN ADVERTISING CAMPAIGN OF A GIVEN LENGTH. -POMIS- ATTEMPTS A PRACTICAL AND REALISTIC APPROACH TO A PARTICULAR MEDIA SELECTION PROBLEM. BY DISAGGREGATING TO THE LEVEL OF A POTENTIAL EXPOSURE TO INDIVIDUALS IN A SAMPLE POPULATION, IT PERMITS THE USER TO ASSIGN APPROPRIATE WEIGHTS TO SUCCESSIVE EXPOSURES. IT IS HOPED THAT BY FOCUSING ON DISAGGREGATIVE EXPOSURE PROBABILITIES, SEGMENTATION, MULTIPLE EXPOSURES, AND JOURNAL EFFECTS, -POMIS- CAN PROVIDE THE FRAMEWORK FOR BETTER DECISIONS.

1200 RUSH, HAROLD
A CASE OF BEHAVIOR SCIENCE.'
THE CONFERENCE BOARD RECORD, VOL. 5, NO. 9, SEPTEMBER 1968. 6P.
SENSITIVITY-TRAINING

WHEN GEORGE G. RAYMOND JR. TOOK OVER THE POSITION OF PRESIDENT OF THE RAYMOND CORPORATION IN HIS FATHERS PLACE, HE DECIDED THAT A NEW METHOD OF MANAGEMENT WAS NEEDED TO KEEP UP WITH LARGER COMPANIES. HE DECIDED TO HIRE A PROFESSIONAL MANAGEMENT CONSULTANT TO HELP HIM. THEY FOUND THAT THERE WAS A GREAT LACK OF COMMUNICATION BETWEEN ALL LEVELS OF EMPLOYEES. THEREFORE, THEY DECIDED TO HAVE THE EXECUTIVES OF THE COMPANY ATTEND SENSITIVITY-TRAINING SESSIONS DURING WHICH THE MEN OPENLY TALKED OVER PROBLEMS AND TRIED TO GAIN INSIGHT INTO THE INFLUENCE THEY HAD ON OTHERS AND VICE VERSA. COMMUNICATIONS IMPROVED, AND ALONG WITH THIS PROFITS INCREASED. NOW NEW SESSIONS HAVE BEEN ADDED, THE MANAGERIAL GRIDS, WHICH EMPHASIZE PRODUCTION AND MANAGERIAL SKILLS. MORE AND MORE OF THE RAYMOND COMPANY EMPLOYEES ATTEND THESE SESSIONS, RESULTING IN AN UPWARD MOVING BUSINESS. ++ MAY NOT BE REPRINTED.++

1201 BERKWITT, GEORGE J.
UP-TIGHT IN SOFTWARE.'
DUNS REVIEW, VOL. 92, NO. 4, OCTOBER, 1968. 5P.
PROGRAMMING

THE LITTLE KNOWN TRUTH ABOUT SOFTWARE TODAY IS THAT MANUFACTURERS AND USERS ARE AT EACH OTHERS THROATS. EACH ACCUSES THE OTHER OF DOING AN INADEQUATE JOB, AND EVERYONE IN INDUSTRY IS IN THE SAME STATE - UP-TIGHT. SOFTWARE IS THE PROCESS OF PREPARING TO USE A COMPUTOR BY MEANS OF CODING AND PROGRAMMING. THE MAJOR SOFTWARE COSTS ARE FOR LABOR IN PROGRAMMING AND CODING, AND THIS IS ONE OF THE MOST UNPREDICTABLE QUANTITIES. ON THE OTHER SIDE, USERS COMPLAIN THAT MANUFACTURERS SUPPLY THEM WITH SOFTWARE THAT IS INADEQUATE AND SOON OBSOLETE. THE MANY PROBLEMS OF SOFTWARE ARE DISCUSSED IN THIS ARTICLE.

1202 REYNOLDS, WILLIAM H.
HEURISTICS FOR THE BUSINESSMAN.'
BUSINESS TOPICS, VOL. 16, NO. 1, WINTER 1968, 9PP.

HEURISTICS IS THE STUDY OF METHODS OF DISCOVERY AND INVENTION, AND A HEURISTIC IS A MAXIM OR PROVERB OR A WAY OF APPROACHING A PROBLEM WHICH MORE OFTEN THAN NOT WILL YIELD USEFUL RESULTS. THIS PAPER IS CONCERNED PRIMARILY WITH HEURISTICS APPLICABLE TO PRODUCT PLANNING, PRODUCT IDEAS AND THOSE THAT ARE USEFUL IN SCREENING NEW PRODUCT IDEAS ARE DISCUSSED. SUGGESTIONS ARE MADE ON HOW TO AVOID BOTH MARKETING MYOPIA AND MARKETING HYPEROPIA. EVALUATION OF NEW IDEAS IS AN ESSENTIAL PART OF THE CREATIVE PROCESS.

1203 BROADSTON, JAMES A.
LEARNING CURVE WAGE INCENTIVES.'
MANAGEMENT ACCOUNTING VOL.49, NO.12, AUG. 1968, 9P.
TIME-STUDIES

IT APPEARS POSSIBLE THAT, THROUGH THE USE OF THE VARIABLE LEARNING CURVE TIME ALLOWANCE CONCEPT AND THE RESULTING LEARNING CURVE WAGE INCENTIVE SYSTEMS, THE PRESENT NEED FOR PRECISE TIME STUDIES AND THE CALCULATION OF FIXED TIME STANDARDS WOULD BECOME QUITE UNNECESSARY EXCEPT PERHAPS AS A CHECK AND BALANCE SYSTEM. AN OPERATOR WHO LEARNS SLOWLY WOULD HAVE HIS BASE PAY FACTORED PROPORTIONATELY, WHILE ONE LEARNING QUICKLY AND SUSTAINING PRODUCTION WOULD RECEIVE A GREATER BASE RATE. THERE WOULD STILL BE A NEED FOR A METHODS ANALYSIS TO DETERMINE THE BEST WAY TO PERFORM A TASK, BUT WHETHER THIS WOULD JUSTIFY EXTENSIVE QUANTITATIVE ANALYSIS REMAINS TO BE SEEN.

WITH COMPUTERS THE APPLICATION OF THIS CONCEPT IS WELL WITHIN REACH, AND ITS ADOPTION WILL BRING INTO EXISTENCE LEARNING CURVE WAGE INCENTIVE PLANS THAT WILL MORE NEARLY MATCH THE HUMAN IMPROVEMENT PHENOMENON WITH INDUSTRIAL GOALS.

1204 ANONYMOUS **
MORTGAGES FOR MINORITIES.'
SAVINGS AND LOAN NEWS VOL.89, NO.10, OCT. 1968, 1P.

IF ASSOCIATIONS ARE GOING TO ACHIEVE THEIR BASIC PURPOSE OF FOSTERING HOME OWNERSHIP FOR PEOPLE WHO OTHERWISE COULD NOT OBTAIN IT, THEY WILL HAVE TO TAKE A SECOND LOOK AT THEIR UNDERWRITING POLICIES WITH REGARD TO LOANS TO MEMBERS OF RACIAL MINORITIES. FAMILY SAVINGS OF LOS ANGELES HAS MODIFIED ITS POLICIES TO CONSIDER A WIFE INCOME AND INCOME FROM MOONLIGHTING, BE OPEN-MINDED ABOUT DOMESTIC AND OTHER DAY WORK, CONSIDER REASONS FOR FREQUENT JOB CHANGES, RECOGNIZE THAT FINANCE COMPANY CREDIT MAY HAVE BEEN THE ONLY AVAILABLE SOURCE, AND RELY HEAVILY ON CHARACTER AND INDIVIDUAL CIRCUMSTANCES.

COOSA FEDERAL SAVINGS OF FAOSDEN, ALABAMA, REALIZES THAT A PAST BANKRUPTCY MAY HAVE BEEN AN UNNECESSARY RESULT OF POOR COUNSELING AND THAT A SMALL NUMBER OF MISDEMEANOR ARRESTS ON THE RECORD OF A BLACK MAY HAVE BEEN DUE TO PREJUDICE. THESE ADJUSTMENTS OPEN UP A POTENTIAL MARKET OF STRONGLY HOME ORIENTED FAMILIES.

1205 LEWIS, MORGAN V. ++ MAY NOT BE REPRINTED.++
IMPLICATIONS OF TWO VIEWS OF VOCATIONAL GUIDANCE.'
JOURNAL OF HUMAN RESOURCES VOL.3, SUPPLEMENT SEPT. 1968, 15P
SELF-CONCEPT CHOICES

THIS PAPER PRESENTS SOME RESEARCH AND POLICY IMPLICATIONS OF TWO DIFFERING VIEWS OF VOCATIONAL GUIDANCE. ONE VIEW EMPHASIZES THE ALLOCATION OF HUMAN RESOURCES. THE OTHER VIEW EMPHASIZES FACILITATING THE ACHIEVEMENT OF INDIVIDUAL POTENTIAL OF WHICH VOCATIONAL PERFORMANCE CONSTITUTES BUT ONE ASPECT. THE HISTORICAL INFLUENCES HAVE RESULTED IN TWO EMPHASES. THESE INFLUENCES HAVE COMBINED TO PRODUCE A NUMBER OF THEORIES WHICH ATTEMPT TO EXPLAIN VOCATIONAL CHOICES. AN EXAMPLE OF RESEARCH BASED ON SELF-CONCEPT THEORY IS PRESENTED. RESEARCH OF THE TYPE DISCUSSED, ALTHOUGH STILL EXPLORATORY, HAS TENDED TO VERIFY THAT VOCATIONAL CHOICES ARE DEVELOPMENTAL IN NATURE, NOT ONETIME EVENTS. RESEARCH ALSO INDICATES THAT THE AVERAGE STUDENT IN THE NINTH OR TENTH GRADE IS NOT READY TO SELECT A SPECIFIC OCCUPATIONAL GOAL. THE MAJOR ROLE OF VOCATIONAL EDUCATION SHOULD BE TO PROVIDE WORK-ORIENTED STUDENTS OPPORTUNITIES FOR VOCATIONAL EXPLORATION.

1206 CORAZZINI, ARTHUR J.
THE DECISION TO INVEST IN VOCATIONAL EDUCATION AN ANALYSIS
JOURNAL OF HUMAN RESOURCES VOL.3, SUPPLEMENT 1968, 33P.
COSTS BENEFITS

THE PURPOSE OF THIS STUDY IS TO MEASURE THE ECONOMIC BENEFITS OF THE VOCATIONAL-TECHNICAL SCHOOL TO THE INDIVIDUAL GRADUATE AND TO THE LOCAL COMMUNITY AND TO COMPARE THESE BENEFITS WITH THE ECONOMIC COSTS OF MAINTAINING THE SCHOOL. TO THIS END, THE CURRENT AND CAPITAL DIRECT AND IMPLICIT COSTS OF THE COMMUNITY HIGH SCHOOL SYSTEM IN WORCESTER, MASSACHUSETTS, ARE CALCULATED. THESE COST CALCULATIONS, ALONG WITH ESTIMATES OF PRIVATE, DIRECT AND OPPORTUNITY COSTS, ARE THEN USED IN THE OVERALL EVALUATION OF THE INVESTMENT IN VOCATIONAL EDUCATION. ++ MAY NOT BE REPRINTED.++

1207 PIORE, MICHAEL J.
ON-THE-JOB TRAINING AND ADJUSTMENT TO TECHNOLOGICAL CHANGE.'
JOURNAL OF HUMAN RESOURCES VOL.3, NO.4, FALL 1968, 15P.
INNOVATION DEBUGGING

IN THE ABSENCE OF TECHNOLOGICAL CHANGE, ON-THE-JOB TRAINING TAKES PLACE IN THE PROCESS OF PRODUCTION. WHEN CHANGE OCCURS, TRAINING ALSO TAKES PLACE IN THE PROCESS OF INNOVATION, INSTALLATION, AND DEBUGGING OF NEW EQUIPMENT. ANALYTICALLY, TRAINING, PRODUCTION, AND INNOVATIONS SHOULD BE VIEWED AS JOINT PRODUCTS OF A SINGLE PROCESS. THE JOINT PRODUCT, SINGLE PROCESS RELATIONSHIP ENTRAINS MECHANISMS WHICH ACT TO PREVENT STRUCTURAL IMBALANCES IN THE LABOR MARKET. THE RELATIONSHIP ALSO SUGGESTS THAT IMBALANCES ARE UNLIKELY TO APPEAR AS JOB VACANCIES MATCHED BY WORKERS UNEMPLOYED BUT UNQUALIFIED TO FILL THE VACANT JOBS. FINALLY, THE NATURE OF ON-THE-JOB TRAINING AND ITS ROLE IN ADJUSTMENTS TO TECHNOLOGICAL CHANGE SUGGESTS NEW INTERPRETATIONS OF LABOR PRODUCTIVITY AND JOB VACANCY DATA. ++ MAY NOT BE REPRINTED.++

1208 BOWLES, SAMUEL LEVIN, HENRY M.
THE DETERMINANTS OF SCHOLASTIC ACHIEVEMENT - AN APPRAISAL
JOURNAL OF HUMAN RESOURCES VOL.3, NO.1, WINTER 1968, 19P.

THIS STUDY ASSESSES SOME OF THE MORE HIGHLY PUBLICIZED AND CONTROVERSIAL CONCLUSIONS OF EQUALITY OF EDUCATIONAL OPPORTUNITY BY JAMES S. COLEMAN ET AL. THE COLEMAN REPORT, PUBLISHED BY THE U.S. OFFICE OF EDUCATION IN 1966, CONCLUDED THAT PER-PUPIL EXPENDITURES AND SCHOOL FACILITIES SHOW VERY LITTLE RELATIONS TO STUDENT ACHIEVEMENTS LEVELS, AND THE EFFECT OF A STUDENTS PEERS ON HIS ACHIEVEMENT LEVEL IS MORE IMPORTANT THAN ANY OTHER SCHOOL INFLUENCE. THE PRESENT PAPER SCRUTINIZES THE DATA AND THE STATISTICAL ANALYSIS ON WHICH THESE FINDINGS ARE BASED. IT IS SUGGESTED THAT BECAUSE OF POOR MEASUREMENT OF SCHOOL RESOURCES, INADEQUATE CONTROL FOR SOCIAL BACKGROUND, AND INAPPROPRIATE STATISTICAL TECHNIQUES USED IN THE PRESENCE OF INTERDEPENDENCE AMONG THE INDEPENDENT VARIABLES, MANY OF THE FINDINGS OF THE REPORT ARE NOT SUPPORTED. ++ MAY NOT BE REPRINTED.++

1209 KASPER, HIRSCHEL

WELFARE PAYMENTS AND WORK INCENTIVE - SOME DETERMINANTS
JOURNAL OF HUMAN RESOURCES VOL.3, NO.1, WINTER 1968, 24P.
RATES ASSISTANCE PAYMENTS

THIS PAPER PRESENTS AN ANALYSIS OF THE DETERMINANTS OF THE PROPORTION OF PEOPLE RECEIVING ONE FORM OF PUBLIC ASSISTANCE, GENERAL ASSISTANCE PAYMENTS. WE DEVELOP A MODEL WHICH SOMEWHAT MORE COMPLETE THAN THOSE OF EARLIER STUDIES BY INCLUDING MORE APPROPRIATE MEASURES OF THE ECONOMIC FORCES WHICH AFFECT THE LIKELIHOOD OF PEOPLE RECEIVING G.A.P. OUR RESULTS SUGGESTS THAT LABOR-MARKET CONDITIONS, PARTICULARLY THE UNEMPLOYMENT RATE DURING THE RECENT PAST, IS THE MOST CONSISTENT EXPLANATION OF VARIATIONS IN THE RATE OF ASSISTANCE. THE LEVEL OF THE PAYMENTS THEMSELVES SEEM TO PLAY A DISTINCTLY SECONDARY ROLE. THESE CONCLUSIONS HOLD FOR BOTH THE NUMBERS OF FAMILIES AND INDIVIDUALS ON GENERAL ASSISTANCE. IN ADDITION, WE SHOW THAT THE RECENT CONTROVERSY REGARDING THE EFFECT OF THE LEVEL OF G.A.P. ON THE DEMAND FOR ASSISTANCE IS LIKELY TO BE A MATTER OF MODEL SPECIFICATION. ++ MAY NOT BE REPRINTED.++

1210 CAMPBELL, JOHN P. WERNIMONT, PAUL F.
SIGNS, SAMPLES, AND CRITERIA.'
JOURNAL OF APPLIED PSYCHOLOGY VOL.52, NO.5, OCT. 1968, 4P.
JOB-BEHAVIOR EMPLOYMENT

PROPOSES A NEW EMPHASIS IN THE PREDICTION OF FUTURE JOB BEHAVIOR. THE ESSENCE OF THE SUGGESTED IS THE ESTABLISHMENT OF CONSISTENCIES BETWEEN RELEVANT DIMENSIONS OF JOB-BEHAVIOR AND PREEMPLOYMENT-BEHAVIOR SAMPLES OBTAINED FROM REAL OR SIMULATED SITUATIONS. IF SAMPLES INSTEAD OF SIGNS ARE EMPLOYED, A NUMBER OF PREDICTION AND MEASUREMENT PROBLEMS SEEM TO BE ALLEVIATED OR AT LEAST CONFRONTED MORE DIRECTLY. AN EMERGING TECHNOLOGY OF BEHAVIOR SAMPLING AND MEASUREMENT WOULD APPEAR TO PUT THESE GOALS WITHIN REACH. ++ MAY NOT BE REPRINTED.++